

**NATURAL RESOURCE
MANAGEMENT AND
CONSERVATION**

8 NATURAL RESOURCE MANAGEMENT AND CONSERVATION

Throughout the Public Participation Process, Santa Fe's open spaces, mountains, and environmental resources were frequently cited as some of the Urban Area's major assets. Sustainable development and the preservation, enhancement, and restoration of Santa Fe's character and resources are pivotal issues and themes that have shaped this document.

Mapping of existing environmental resources, conditions, and constraints provides the basis for resource conservation and management policies contained in this chapter. Aerial photography research and fieldwork were performed prior to analysis.

Maps that show sites where natural resources are located have been developed. Citywide and resource based environmental standards are proposed to protect sites and resources. Natural resource management and conservation issues and policies are addressed in the following Plan elements. Additional environmental issues are referenced and addressed in other chapters.

- Biological and Natural Resources and Habitat Conservation,
- Hillside and Visual Resource Conservation,
- Natural Landscapes and Landmarks, and
- Environmental Protection.

THEMES

- Quality of Life - Enhance the quality of life of the community and ensure provision of community services for residents.
- Sustainable Growth - Ensure that development is sustainable and that growth, conservation, redevelopment, and natural resource protection are balanced.

GUIDING POLICIES

8-1 BIOLOGICAL AND NATURAL RESOURCES AND HABITAT CONSERVATION

- 8-1-G-1 Protect, enhance, and restore environmental and biological resources, including the Santa Fe River and habitats that are sensitive or declining, to restore and to prevent or reduce their loss within the Santa Fe Area.
- 8-1-G-2 Consider riparian and wildlife corridors as a single, interconnected habitat, the numerous limbs of which branch throughout the entire watershed, providing access and habitat to a wide range of plant and animal species and preserving the natural character of the landscape.

The City of Santa Fe, the county, and the Extraterritorial Zone currently lack an areawide plan to deal with riparian corridors or connecting corridors to the natural forests. The drainages and arroyos are managed from a flood

control standpoint, but these riparian zones are not considered an integrated biological community. Consequently, modifications or construction activities may take place in one portion of a drainage without any consideration for the biological effects on another portion of the drainage.

- 8-1-G-3 Minimize the direct loss and/or modification of riparian and wildlife habitat, corridors, and wetlands within the Santa Fe area. This includes:
- Minimize sedimentation and flooding within the riparian corridors and the Urban Area;
 - Minimize entry of hazardous substances into riparian corridors and wetlands by use of on-site runoff treatment and biofiltration; and
 - Designate, protect, and restore habitat for endangered, threatened, or rare species.
- 8-2-G-4 Minimize the loss of use of riparian and wildlife corridors by wildlife and human populations, and enhance and restore the corridors.
- 8-2-G-5 Ensure appropriate environmentally sensitive design where humans access and use riparian and wildlife corridors.
- 8-1-G-6 Retain and enhance significant geological formations and features as habitat and visual amenities.

8-2 HILLSIDES AND VISUAL RESOURCE CONSERVATION

- 8-2-G-1 Protect visual open space, hillsides, and ridgetops.
- The city's Escarpment Overlay District and Natural Topography Performance Standards should be revised to reflect more restrictive policies. To protect hillsides and visual natural resources, factors other than slope need to be considered, such as habitat and soil conservation.*

8-3 NATURAL LANDSCAPES AND LANDMARKS

- 8-3-G-1 Protect, preserve, and restore natural and cultural landscapes and open space landmarks.

8-4 ENVIRONMENTAL PROTECTION

Air Quality

- 8-4-G-1 Curtail soil erosion by wind, stormwater, and development policies.
- 8-4-G-2 Undertake measures to maintain and improve the relatively pristine air quality in Santa Fe. Reduce dust at construction sites and from dirt roads.
- 8-4-G-3 Encourage land use and transportation patterns that promote use of alternatives to the automobile for transportation, including bicycling, bus transit, and carpooling.

Increased use of transit and carpooling, coupled with land use and circulation patterns that promote walking and bicycling, can lead to a decrease in daily trips, fewer emissions, and improved air quality.

Noise

- 8-4-G-4 Protect public health and welfare by reducing or mitigating existing noise problems where feasible, by establishing standards for acceptable indoor and outdoor noise, and by preventing significant increases in noise levels.
- 8-4-G-5 Incorporate noise considerations into land use planning decisions, and guide the location and design of transportation facilities to minimize the effect of noise on adjacent land uses along major highways (Interstate 25 and Santa Fe Relief Route) and major roads.

8.1 BIOLOGICAL AND NATURAL RESOURCES AND HABITAT CONSERVATION

8.1.1 HABITATS

Habitat is a term used for a set of natural conditions including climate, elevation, solar aspect, water, wind, soils, geology, and other elements combined. Plants are most often used to characterize the biotic communities which form habitats for animals and other plants. A vegetation study was performed to map Santa Fe's biotic communities and to help locate and designate critical habitat for threatened and endangered species and for species of concern. From this composite information, it will be possible to designate and update the federal and state agencies lists on threatened and endangered species.

The range of habitats in Santa Fe County has fostered a broad diversity of biological resources. These include at least 300 common plant species and 357 species of vertebrate animals. The western part of the greater Santa Fe area is mesa-desert grassland with the Rio Grande forming the boundary. Continuing east, the elevation increases, and one-seed juniper appears in the grasslands, forming a savanna-like community. Near the urban portions of Santa Fe, piñon begins to occur, intermixed with one-seed juniper and grassland. Near the center of Santa Fe, the dominant community is piñon-juniper woodland. Proceeding eastward into the foothills of the Sangre de Cristo Mountains, ponderosa pine begins to appear, intermixed with piñon. At the easternmost edge of the city, ponderosa pine woodland is the dominant canopy coverage with aspens and cottonwoods appearing in the drainages.

The most sensitive and important of these biotic communities is the riparian area, which provides prime food, water, and nesting habitat for migrant as well as resident species. Since most of the biotic communities in the Santa Fe area occur over wide ranges of central New Mexico, few of them are rare or unique, but many of them provide habitat for rare, threatened, or endangered species of both plants and animals.

A very schematic representation of major biotic communities in the Santa Fe Urban Area are identified in Figure 8-1.

8.1.2 PLANTS

Typical plant species occurring in the grassland are blue and black grama grasses, Indian ricegrass, galleta, dropseed, bush and ring muhly, sacaton, and broom snakeweed.

Wildflowers present in the uplands include desert zinnia, globe mallow, bush penstemon, purple aster, butterfly weed, and chamisa, with species such as melilotus and solidago in the riparian zone. Shrubs include four-wing saltbush, sand sagebrush, winterfat, Mormon tea, broom dalea, yucca, and cholla cactus. The middle and eastern portions of the Urban Area support heavier vegetation, such as large shrubs and trees (piñon, one-seed juniper, chamisa, and saltbush). The eastern edge of the Urban Area supports woodlands dominated by ponderosa and piñon pine.

8.1.3 WILDLIFE

Wildlife in the Urban Area includes resident species such as rabbit, coyote, whiptail lizard, and bull snake. At least 357 species of vertebrate animals occur in the Urban Area: at least 48 species of reptiles and amphibians, 61 species of mammals, and 248 species of birds.

Many of these species are migratory and are in the area only part of the year. Bird densities are likely to be greatest along the edges of habitats, with the greatest bird density and diversity noted along the riparian zones. Birds of prey, including hawks, eagles, falcons, and owls, receive special legal protection. The Santa Fe County area affords suitable habitat for raptor species such as red-tailed hawk and burrowing owl.

8.1.4 THREATENED AND ENDANGERED SPECIES, AND SPECIES OF CONCERN

The range of biological communities in the Regional Area and surrounding the city provides suitable environments for animal and plant species that are considered threatened, endangered, or of concern and are subject to protection under the Federal Endangered Species Act and the New Mexico Endangered Plant and Animal Act. These are listed in Table 8.1. These primarily occur within the foothills, riparian corridors, and other specific areas. Many of the animal species are migratory and are present infrequently. In some cases, such as that of the southwestern willow flycatcher or meadow jumping mouse, it is possible to enhance or restore habitat for a species to increase the possibility of its occurrence. Unlike the migrating animals, several of the rare plants (Santa Fe cholla, Santa Fe milkvetch, grama grass cactus) occur within the area and may be uprooted and destroyed as a result of construction and development (Table 8.2).

TABLE 8.1
THREATENED AND ENDANGERED SPECIES, AND SPECIES OF CONCERN POTENTIALLY WITHIN SANTA FE COUNTY

Animals	Federal Status	State Status
Rio Grande Chub (<i>Gila pandora</i>)	--	Species of Concern
Flathead Chub (<i>Platygobio gracilis</i>)	Species of Concern	--
Rio Grande Sucker (<i>Catostomus plebeius</i>)	Species of Concern	--
Northern Leopard Frog (<i>Rana pipiens</i>)	Species of Concern	--
Desert Kingsnake (<i>Lampropeltis getula splendida</i>)	Species of Concern	--
White-faced Ibis (<i>Plegadis chitri</i>)	Species of Concern	--
Osprey (<i>Pandion haliaetus carolinensis</i>)	Species of Concern	--
Bald Eagle (<i>Haliaeetus leucocephalus</i>)	Threatened	Threatened
Northern Goshawk (<i>Accipiter gentilis</i>)	Species of Concern	Species of Concern
Swainson's Hawk (<i>Buteo swainsoni</i>)	Species of Concern	Species of Concern
Zone-tailed Hawk (<i>Buteo albonotatus</i>)	Species of Concern	Species of Concern
Ferruginous Hawk (<i>Buteo regalis</i>)	Species of Concern	--
American Peregrine Falcon (<i>Falco peregrinus antum</i>)	Endangered	Threatened
Sora (<i>Prozana carolina</i>)	Species of Concern	--
White-tailed Ptarmigan (<i>Lagopus leucurus altipetens</i>)	Species of Concern	Endangered
Whooping Crane (<i>Grus americana</i>)	Endangered	Endangered
Western Snowy Plover (<i>Charadrius alexandrinus nivosus</i>)	Species of Concern	--
Mountain Plover (<i>Charadrius montanus</i>)	Candidate	Species of Concern
Flammulated Owl (<i>Otus flammeolus</i>)	Species of Concern	--
Mexican Spotted Owl (<i>Strix occidentalis lucida</i>)	Threatened	Species of Concern
Boreal Owl (<i>Aegolius funereus</i>)	Species of Concern	Threatened
Black Swift (<i>Cypseloides niger borealis</i>)	--	Species of Concern
Belted Kingfisher (<i>Ceryle alcyon</i>)	Species of Concern	--
Southwestern Willow Flycatcher (<i>Empidonax traillii extimus</i>)	Endangered	Endangered
Loggerhead Shrike (<i>Lanius ludovicianus</i>)	Species of Concern	--
Gray Vireo (<i>Vireo vicinior</i>)	Species of Concern	Threatened
Gray Catbird (<i>Dumetella carolinensis ruficrissa</i>)	Species of Concern	
Baird's Sparrow (<i>Amodramus bairdii</i>)	Species of Concern	Threatened
Western Small-footed Myotis Bat (<i>Myotis ciliolabum melanorhinus</i>)	Species of Concern	Species of Concern
Yuma Myotis Bat (<i>Myotis yumanensis yumanensis</i>)	Species of Concern	Species of Concern
Long-legged Myotis Bat (<i>Myotis volans interior</i>)	Species of Concern	Species of Concern
Fringed Myotis Bat (<i>Myotis thysanodes thysanodes</i>)	Species of Concern	Species of Concern
Pale Townsend's Big-eared Bat (<i>Plecotus townsendii pallascens</i>)	Species of Concern	Species of Concern
Yellow-bellied Marmot (<i>Marmota flaviventris</i>)	--	Species of Concern

TABLE 8.1 Continued		
Animals	Federal Status	State Status
Gunnison's Prairie Dog (<i>Cynomys gunnisoni</i>)	--	Species of Concern
Heather Vole (<i>Phenacomys intermedius intermedius</i>)	--	Species of Concern
Red Fox (<i>Vulpes vulpes</i>)	--	Species of Concern
Ringtail (<i>Bassariscus astutus</i>)	Species of Concern	Species of Concern
American Marten (<i>Martes americana origenes</i>)	Species of Concern	Threatened
Western Spotted Skunk (<i>Spilogale gracilis</i>)	Species of Concern	Species of Concern
Rocky Mountain Bighorn Sheep (<i>Ovis canadensis canadensis</i>)	Species of Concern	Species of Concern
Lilljeborg's Pea-clam (<i>Pisidium lilljeborgi</i>)	Species of Concern	Threatened
Cockerell's Striate Disc Snail (<i>Discus shimeki cockerelli</i>)	Species of Concern	Species of Concern
Source: NM Department of Game and Fish, Conservation Services Division, April 3, 1999.		
Plants	Federal Status	State Status
Chatterbox Orchid (<i>Epipactis gigantea</i>)	--	Sensitive
Grama Grass Cactus (<i>Toumeyia papyracantha</i>)	Sensitive	--
Lady Tresses Orchid <i>Spiranthes magnicamporum</i>)	None (Galisteo River)	Endangered
Rocky Mountain Lily (<i>Lilium philadelphicum varandinum</i>)	None (Upper Pecos)	Endangered
Santa Fe Cholla (<i>Opuntia viridiflora</i>)	Species of Concern	Endangered
Santa Fe Milkvetch (<i>Astragalus feensis</i>)	None	Sensitive
Source: NM Department of Energy, Mines, and Natural Resources, Forestry Division, March 1999.		

TABLE 8.2 NATIVE WILDLIFE EXTIRPATED OR APPARENTLY NO LONGER OCCURRING IN SANTA FE COUNTY		
Animals	Federal Status	State Status
American Eel (<i>Anguilla rostrata</i>)	--	Extirpated
Rio Grande Cutthroat Trout (<i>Oncorhynchus clarki virginalis</i>)	--	Extirpated
Rio Grande Silvery Minnow (<i>Hybognathus amarus</i>)	Endangered	Threatened
Speckled Chub (<i>Macrhybopsis aestivalis aestivalis</i>)	--	Extirpated
Rio Grande Shiner (<i>Notropis jemezianus</i>)	Species of Concern	--
Rio Grande Bluntnose Shiner (<i>Notropis simus simus</i>)	Extinct	--
Gray Wolf (<i>Canis Tupus</i>)	Endangered	Extirpated
Grizzly Bear (<i>Ursus arctos</i>)	Endangered	Extirpated
Black-footed Ferret (<i>Mustela nigripes</i>)	Endangered	Extirpated
Mink (<i>Mustela vison energumenos</i>)	--	Extirpated
Jaguar (<i>Panthera onca arizonensis</i>)	--	--
Sangre de Cristo Wooland Snail (<i>Ashmunella thomsoniana</i>)	--	--
New Mexico Fritillary Butterfly (<i>Speyeria hydaspe conquista</i>)	--	--
Source: NM Department of Game and Fish, Conservation Services Division, April 3, 1999.		

8.1.5 RIPARIAN CORRIDORS AND WETLANDS

Riparian areas in the Santa Fe area provide valuable habitat as well as corridors for wildlife movement. These areas include intermittent streams (arroyos) and perennial waterways.

Because of the arid climate, standing water is extremely rare, and permanent water sources are essential to sustain aquatic species, as well as upland species which reside adjacent to the bodies of water. The loss of these bodies of water would dramatically and drastically change the ecosystem of the surrounding area.

Arroyos, as habitat, also form an important part of the local ecosystem. In urban and semideveloped areas, numerous wildlife species, such as coyote, skunk, and rabbit, use these corridors to travel between remaining patches of native habitat. The sidewalls of these arroyos also provide nesting and burrowing habitat for species, such as coyote, badger, burrowing owl, and rabbits.

Wetlands in the Urban Area include two types of habitats: Riverine and Palustrine. Riverine habitats are found along river banks, such as the Santa Fe and Tesuque rivers. These rivers have both Lower Perennial and Upper Perennial subsystems. Upper Perennial subsystems often have high gradients, fast water, and predominantly rocky substrate. Lower Perennial subsystems often have water gradients low enough to sustain aquatic species, slow water, and bottoms composed of sand and mud, such as the Santa Fe River in the city. Palustrine habitats occur adjacent to Riverine habitats, where the ground is flat, and wet benches are adjacent to the water course.

8.1.6 IMPACTS OF DEVELOPMENT ON BIOLOGICAL RESOURCES AND HABITAT

Continued urban growth and expansion pose several challenges to plant and animal communities in Santa Fe, both rare and common. These impacts fall into the following broad categories, including:

- **Direct Species Removal** is essentially the killing of a plant or animal. Such removal can occur in a number of ways. Nearly every construction or development project that requires surface disturbance results in the taking of plants, which are destroyed by the activity of heavy equipment. In most cases, these are common plants that occur in abundance elsewhere. However, in some cases construction activities can destroy rare plants. For example, the Santa Fe cholla (a state endangered species), once occurred abundantly along the top and sides of Fort Marcy Hill in Santa Fe; construction projects have reduced the number of these plants there. Direct removal of plants also can occur from the use of pesticides, through indiscriminate collection of wildflowers, or through trampling of plants by heavy pedestrian, equestrian, or cycle traffic.

Although less obvious, direct removal of animals occurs during many construction projects. Small mammals such as kangaroo rats, as well as reptiles such as lizards, often rest in underground burrows during the heat of the day or hibernate during the winter. Clearing land with heavy equipment can crush these animals in their burrows or bury them beyond their capability to dig out. As with the plants, most of these species are

common, but in some cases protected raptors such as the burrowing owl (who nest in underground burrows) could be destroyed by large-scale land conversion activities.

Direct species removal can also occur from remote activities, such as the discharge of hazardous substances like pesticides or herbicides, which can make their way into aquatic environments, killing fish and invertebrates and potentially affecting terrestrial wildlife that prey on these species.

- **Loss of Habitat.** Aside from direct removal of species, land conversion activities can destroy or modify key habitats. Many wildlife species require territories for hunting or foraging. Birds often require specific nesting sites. Some animals utilize localized migration corridors to travel between habitats. Conversion of land can result in loss of key habitats, which indirectly can result in the removal of the species. Such conversion can occur, for instance, by indirect means such as changes in hydrological flow resulting from upstream changes in the land. This can increase stormwater runoff from paved areas, which can result in the erosion or sedimentation of habitats. In any case, the habitat may be irreparably damaged to the point where the species can no longer utilize it to survive.

Large construction projects often have direct and indirect effects on adjacent drainages and water courses. In many cases, existing drainages are channelized and lined with concrete or soil cement to reduce erosion. Although from an engineering standpoint these modifications may control erosion, they alter the natural character of the drainage, change the flow pattern and infiltration of water into the soil, and destroy wildlife habitat along and within the arroyos. Riparian zones are currently used by wildlife, as well as by people engaging in recreational activities. As development increases, it impinges on the natural habitats within and adjacent to these riparian zones, resulting in loss of habitat for wildlife species and loss of access for and enjoyment by human populations.

- **Interruption of Reproductive Cycles** in both plants and animals can result in a failure of reproduction by the species. In the case of plants, mowing, burning, or spraying herbicides or pesticides during the reproductive season can result in a total failure of reproduction for the species. Common species will likely reseed in the area, but rare species have highly limited distributions and could be extirpated by extensive use of herbicides or pesticides.

Animals are also sensitive to interruption of reproductive cycles. Birds are particularly sensitive to such disturbance, and some will abandon nests if they are subjected to increased levels of noise or disturbance while they are incubating eggs. In the case of rare birds, this could result in the extirpation of a population.

- **Sedimentation.** In recent years, urban development in the Santa Fe area has involved paving large areas of the foothills, bajada, and mesa that previously held infiltrated soils. Runoff from this pavement is clean water that picks up sediment as it flows to the Rio Grande. Depending upon the location and intensity of a storm, runoff can scour the sides and bottoms of some portions of riparian habitat (destroying plant communities adjacent to the water courses) and deposit sediment in other portions of the drainage. The deposition of sediment plumes generates two types of mechanical problems:

- Physical blockage of the water flow into portions of the drainage, sometimes resulting in a shift of the alignment of the drainage; and
- Slow filling of Riverine and Palustrine wetland habitats and wildlife habitat within and adjacent to the water course. Additionally, some of these sediments could be conveyed outside the urbanized areas and affect riparian zones and wetlands downstream.
- **Flooding.** With increased development, less and less of the surface has permeable soils. During periods of heavy runoff, water pours off of streets and parking lots into rivers and arroyos. Any definable river channel has a limited capacity to hold water within its banks. If the water entering these channels is in excess of the capacity of the channel to hold the flow, then the stormwater will spill out of the channel, potentially flooding adjacent properties and damaging structures such as culverts and bridges.
- **Contamination by Hazardous Substances.** Runoff from roads and urbanized areas contains toxic metals such as lead, as well as nitrates, sulfates, chlorides, and organic compounds. Lead, in particular, is extremely hazardous in wetland environments. It binds to organic compounds and accumulates within the wetlands. Over time, lead can reach toxic levels. A variety of other polluting substances can enter riparian zones and wetlands, including pesticides, herbicides, hydrocarbon compounds, and other heavy metals. National Pollutant Discharge Elimination System standards (which do not yet apply to Santa Fe), if applied, could help to reduce or eliminate the deposition of hazardous materials.

However, as urbanization continues, the levels of potential contaminants within stormwaters can be expected to increase and may someday exceed the standards set for the National Pollution Discharge Elimination System and require mitigation measures to eliminate or reduce the hazardous materials in stormwater runoff.

8.1.7 SOILS

Seventy-two types of soil are present in the Santa Fe area. These fall into three distinct groups: soils of recent alluvial valleys, soils of dissected piedmont plains, and soils of the Sangre de Cristo and Ortiz mountains and foothills.

- **Recent Alluvial Valleys.** Nearly all of the soils that are in recent alluvial valleys are suitable for irrigated crops. The most common soil type in these valleys is the El Rancho-Fruitland association.
- **Dissected Piedmont Plains.** Soils of the dissected piedmont plains extend throughout the Santa Fe area. These soils are generally formed from reworked material in the Santa Fe Group. In the northern part of the Santa Fe area, the land is generally rough and broken, and it is dissected by many drainageways. The southern part of the Santa Fe area becomes more gently rolling, and nearly all of the soils are capable of range production. The Panky, Pojoaque, Las Lucas, Witt-Harvey, and Harvey-Dean-Tapia are some of the most common associations in the dissected piedmont plains. Runoff is mostly from Pojoaque soils and Rough Broken Land. Maintaining maximum plant cover on range land helps to minimize the hazard of erosion.

Photographs

Photographs

The Panky-Pojoaque-Harvey association consists of level to hilly, deep, loamy to clayey soils. It is found on old alluvial fans and dissected, eroded terraces, south and southeast of the city, roughly coincident with the Santa Fe Plateau, and is used for range and for water supply. Runoff is largely from the Pojoaque soils. Soil and water conservation practices, in addition to maintaining maximum cover on the range, help minimize erosion hazards.

- **Mountains and Foothills.** The soils of the Sangre de Cristo Mountains and foothills are formed mostly from weathered granite, gneiss, and schist. These soils are often on steep slopes on rocky land. The most common soil groups in the area include the Chimayo, Mirabal, and Supervisor soils. The Chimayo-Mirabal-Supervisor association consists of moderately sloping to very steep, shallow to moderately deep, loamy and very gravelly or very stony soils. This association is used for timber production, range, water supply, and recreation. Runoff is rapid, so erosion hazard needs to be minimized.

8.1.8 SOILS RELATED CONSTRAINTS ON DEVELOPMENT

Almost all of the city is located on sites that have constraints on development due to the nature of the soils discussed above. These constraints include:

- **Wind Erosion and Rural Fugitive Dust.** Many of the soils in Santa Fe have a moderate to severe erosion rating. Once the vegetation is removed from these soils, they are often highly vulnerable to wind erosion.
- **Soil Erosion.** Some portions of the Urban Area contain soils that have been designated by the U.S. Natural Resource Conservation Service as having a moderate to severe potential for water erosion. Stormwater erosion can be a major problem in areas of high growth due to increased impervious surfaces and lack of water infiltration.

8.1.9 RESOURCE PROTECTION AND SENSITIVE RESOURCE AREAS

Two classifications are defined to protect habitats that are sensitive, declining, or represent valuable biological resources in Santa Fe: Resource Protection Areas (RPAs) and Sensitive Resource Areas (SRAs).

- **RPAs** contain the most sensitive and valuable habitats and require protection. They are located along riparian corridors and other areas (to be designated) that provide important habitat for plants and animals, and movement corridors for wildlife. RPAs include such areas as the 100 year flood zone, wetlands, riparian corridors, Santa Fe Landmark areas, slopes 30 percent or greater, escarpment and foothills areas. RPAs are designated as limited-build and limited-disturbance areas; development would be regulated by existing and proposed policies. RPAs are shown in Figure 8-2 Resource Protection Areas.
- **SRAs** shall be investigated with particular attention to sites that include habitat for sensitive species of plants and animals. Development is permitted on sites with SRA designation, provided certain steps are taken, and when development is in accordance with the special standards established for SRAs. Policies shall be designed to ensure that biological resources are considered and incorporated in development design. Both the

RPA's and SRA's are intended to be of sufficient size to ensure the long-term viability of the habitats and species located within them and connected to them.

Photographs

8.2 HILLSIDES AND VISUAL RESOURCES CONSERVATION

The hills to the north and southeast and the Sangre de Cristo Mountains play a major role in defining Santa Fe's regional setting. In addition, the Sangre de Cristo Mountains have long been sacred to Native Americans. Hills and mountains are visible from most locations in the city and help orient people. The hillsides are prone to erosion and ground failure, especially because of the arid climate and insensitive development practices. They are home to many sensitive biological resources, and alteration of topography can impact drainage and increase runoff. While hillside development generally has been sparse and most residences located on hillsides have flat roofs, recent years have seen large structures with colored pitched roofs that mar the pristine views.

The city's existing terrain management regulations, Natural Topography Performance Standards, and the Escarpment Overlay District impose limitations based on slope. However, the hillside and visual resources conservation strategy outlined herein adds more inclusive protective measures (see Figure 8-2):

- The city's escarpment protection regulations should be strengthened by ensuring that they are applicable to all areas with a slope of greater than 15 percent, more stringent than the current slope threshold of 20 percent.
- Policies to protect critical ridgetops from poor development practices are established. Note that new policies addressing erosion from runoff are addressed in Infrastructure (Chapter 7).
- Nothing in this Plan is designed to, nor shall be construed to, impair the environmental protections contained in any terrain management program.

8.3 NATURAL LANDSCAPES AND LANDMARKS

Sited on the western edge of the Sangre de Cristo Mountains, Santa Fe has a high elevation with a dry, sunny climate and only enough precipitation to support a pygmy forest of piñon and juniper trees. The original town settlement was provided water year-round by the Santa Fe River as it flowed southwest to the Rio Grande. The river has since been largely diverted to city reservoirs and water supply treatment and distribution facilities. The foothills, arroyos, and distant mountains complete the natural setting, providing a varied landscape and diverse views. Figure 8-3 shows a historic diagram of Santa Fe's regional setting.

The Santa Fe area contains the natural biotic characteristics of a landscape that, although altered by our 400 years of intense human use, still includes salient features. Ecologically diverse forest, woodland, and grasslands habitats that were established in the Santa Fe piedmont, foothills, and valleys approximately 6,000 years ago, following the end of the Ice Age, are part of the landscape.

Landscape is the environment in which prehistory and history occurs; it both limits and permits man's cultural endeavor, our way of life and forms of settlement.

Preservation and enhancement of the natural environment, most conspicuously formed of trees and lower growing plants, eventually results in ecologically rich landscapes, attractive to a wide variety of birds and other animals, as both year-round and seasonal inhabitants.

Many plants, especially flowering plants and mid-height grasses once present and common in and about Santa Fe, are now rare, some possibly absent. Likewise, the density and distribution of still common plants has been much altered. This is due to a combination of factors, including hundreds of years of heavy overgrazing, intensive wood cutting, and subsequent erosion. Grama grass sod development and still remaining, relatively uncommon, plant specimens should be encouraged to grow through soil stabilization and enhancement, reseeding, and protection. Likewise, plant species now found in quantity many miles outside of Santa Fe should be systematically reintroduced to areas of former abundance.

8.4 GEOLOGY AND SEISMICITY

The geology of the Urban Area presents constraints on development that need to be considered to protect the public health and safety, particularly in light of further urban development. Hillside conservation is also addressed to regulate development in potentially unsafe areas, as well as to preserve the community's unique character and environment.

8.4.1 GEOLOGY AND STRATIGRAPHY

Santa Fe is at the southern end of the Alamosa-Santa Fe segment of the Rio Grande Rift, a series of north-trending basins extending from Colorado through New Mexico. The Urban Area is situated near the Espanola Basin, bounded on the west and northwest by the Jemez volcanic field, and on the east by the Sangre de Cristo Mountains. To the south the Espanola Basin is connected with the Albuquerque Basin by way of the White Rock Channel (Figure 8-4).

The Espanola Basin was formed by the geologic actions of the Rio Grande Rift Valley. As the valley deepened, large amounts of sediments were deposited. These sediments, of the Santa Fe Group, were formed from deposits of sand and cobbles, and they account for many of the substrates in the area.

Immediately east of the Santa Fe area is the Sangre de Cristo Uplift, one of the largest positive elements of the Rocky Mountain Foreland. The region is trenched by the ephemeral tributaries of the Rio Grande that have headwaters in the Sangre de Cristo Mountains. Much of the surficial geology of the area has resulted from deposition of material eroded from the nearby mountains (Figure 8-4).

8.4.2 SURFACE GEOLOGY

The geology of the Espanola Basin is dominated by the sands, gravels, mudstones, and other sediments of the Santa Fe Group. In many places these strata are overlain by the late Canada-early Pleistocene Ancha Formation and Cerros del Rio volcanics. Two types of sediment constitute the surface geology of the Urban Area:

- Bulk sediments that filled the Espanola Basin in the past but have no direct relation to recent landforms (Santa Fe Group); and
- Terrace, alluvial fans, and gravel piedmonts, which are all of recent origin and directly related to existing landforms.

The subsurface strata of the Santa Fe Group consist of a broad aggregation of temporally variable sandstones, mudstones, and siltstones, including strata deposited by river and alluvial action, playa deposition, and the wind; all of these beds are highly erodible. The more recent Pleistocene and Holocene deposits are represented by alluvium in arroyos, gravel terraces, gravel piedmonts, alluvial fans, and eolian deposits. Many of these deposits produce active and severe soils that are subject to erosion and present other hazards.

The surface geology, which consists of valley and arroyo alluvium, is particularly sensitive to development. Gravels, sands, and clays make up this unit, and they are found in the present-day drainages in and adjacent to the Santa Fe River, Arroyo de Los Chamisos, and Arroyo Calabasas. Many of these surface deposits are unconsolidated and allow ground water recharge, and in areas of topographic relief they may be vulnerable to soil erosion. As a result, these areas are unsuitable for normal construction.

8.4.3 BEDROCK GEOLOGY

The bedrock geology of the Santa Fe area consists predominantly of four formations. From oldest to youngest these are Precambrian granites and gneisses, the Tesuque Formation, the Ancha Formation, and terrace gravels. Figure 8-4 shows the geology and stratigraphy of the Santa Fe area.

1. **Precambrian** (greater than 600 million years old) basement rocks comprise the mountainous uplift of granitic rocks flanking the eastern side of the Española Basin.
2. The **Tesuque Formation**, part of the larger Santa Fe Group, is composed of conglomerates, sandstones, and mudstones with occasional thin, ash layers. It was deposited as ancient stream beds and channels, floodplains, alluvial fans, and windblown deposits.
3. The **Ancha Formation** is composed of gravels ranging from pebbles to large boulders. It is no more than 50 feet thick and represents the coarse-grained material of coalescing alluvial fans spreading out from canyons in the higher, more rugged Sangre de Cristo Mountains of the time. Much of the City of Santa Fe is built on the Ancha Formation.
4. **Terrace gravels** are the coarse-grained deposits from older, higher levels of the Santa Fe River. These deposits are distributed south of the present-day Santa Fe River and occur in a northeast-southwest trend parallel to the river.

8.4.4 SEISMICITY

Since 1849, over 600 earthquakes have been reported in New Mexico, primarily along the Rio Grande Valley. The largest recorded earthquake in the general vicinity of Santa Fe, the 1918 Cerrillos earthquake, estimated at between 4.5 and 5.5 on the Richter scale, was epicentered 15 miles southwest of Santa Fe. The most recent earthquake occurred in 1955, three miles (five kilometers) from Santa Fe with a magnitude of 4.0. Recent studies indicate a 10 percent probability of a quake in excess of .15G (15% of gravity) occurring within the

next 50 years. Such a quake could cause extensive nonstructural internal damage to buildings with the possibility of injuries from falling ceilings, roofs and other objects.

The Santa Fe Fault zone boundary, oriented north-south, is located through the western part of the city. Minor faults also tending to run north-south are located in the northern part of the Santa Fe area within the Tesuque Formation. These are inferred faults, however, since they do not break the surface of the earth (see Figure 8-4). Since existing and future development is susceptible to earthquakes, the city enforces the 1991 Uniform Building Code Standards (UBC). The 1997 UBC contains more updated standards for building construction to mitigate the impacts of seismic activity.

8.5 ENVIRONMENTAL PROTECTION

8.5.1 AIR QUALITY

The qualities of light and air in the area have drawn many of the current residents to Santa Fe, and environmental degradation is one of the top three concerns of residents. The city enjoys good air quality that meets federal and state standards for monitored pollutants (particulate matter and carbon monoxide). The New Mexico Environmental Department does not monitor other federal criteria pollutants, such as sulfur dioxide, nitrogen dioxide, ozone, and lead, because it does not expect values to approach federal standards. As long as the state and federal standards are met, authority for additional controls and plans rests with the Santa Fe city or county governments.

The New Mexico Environment Department monitors carbon monoxide (CO) and particulate matter (PM₁₀) concentrations in the City of Santa Fe. There are two PM₁₀ monitoring sites in Santa Fe, one located on Old Santa Fe Trail and Paseo de Peralta, and the other at St. Francis Drive and Alta Vista. The health-based federal standard for PM₁₀ is 150 micrograms per cubic meter ($\mu\text{g}/\text{m}^3$) for a daily sample (see Table 8.3 for the federal and state ambient air quality standards). The average of all samples for both Santa Fe sites for 1993 was 15 $\mu\text{g}/\text{m}^3$, with a high of 34 $\mu\text{g}/\text{m}^3$ for the Old Santa Fe Trail site and 62 $\mu\text{g}/\text{m}^3$ for the St. Francis Drive site.

Continuous carbon monoxide monitoring is performed at a site on Cerrillos Road near the intersection of Third Street. The federal standard for carbon monoxide is 9 parts per million (ppm) for any eight-hour period and 35 ppm for hourly values. New Mexico standards are 8.7 ppm for eight-hour averages and 13.1 ppm for hourly values. For 1993, the high eight-hour average was 4.2 ppm and high one-hour average was 9.5 ppm at this site.

In the Urban Area, air quality degradation is caused in part by smoke from wood burning and smokestack emissions and other sources such as dust from dirt roads, but more importantly by emissions from motor vehicles and commercial and industrial development. The County Land Development Code sets a basic requirement that allows the Board of County Commissioners to determine if a development involving a commercial or mining use should be required to limit increases in air pollution. The policies included in this section seek to maintain the existing high level of air quality in the Santa Fe Urban Area.

TABLE 8.3
SANTA FE AIR QUALITY COMPARED TO FEDERAL AND STATE AMBIENT AIR
QUALITY STANDARDS

Pollutant	Measured Santa Fe (1993)	New Mexico Standard	Federal Primary Standard	Federal Secondary Standard
Total Suspended Particulate				
24-Hour Average	15 µg/m ³	150 µg/m ³	—	—
Annual Geometric Mean		60 µg/m ³	—	—
Sulfur Dioxide (SO ₂)				
	*			
24 Hour Average		0.10 ppm	0.14 ppm	—
Annual Geometric Mean		0.02 ppm	0.03 ppm	—
3-Hour Average		—	—	0.50 ppm
Carbon Monoxide (CO)				
8-Hour Average	4.2 ppm	8.7 ppm	9 ppm	9 ppm
1-Hour Average	9.5 ppm	13.1 ppm	35 ppm	35 ppm
Ozone (O ₃)				
1-Hour Average	*	0.06 ppm	—	—
Photochemical Oxidants				
	*			
1-Hour Average		0.06 ppm	—	—
Nitrogen Dioxide (NO ₂)				
	*			
24-Hour Average		0.10 ppm	—	—
Annual Arithmetic Mean		0.05 ppm	0.05 ppm	0.05 ppm
Lead (Pb)				
	*			
Calendar Quarterly Arithmetic Average		—	1.50 µg/m ³	1.50 µg/m ³
Particulate Matter less than Ten Microns (PM ₁₀)				
	*			
24-Hour Average		—	150 µg/m ³	—
Annual Arithmetic Mean		—	50 µg/m ³	—
µg/m ³	=	Data in micrograms per cubic meter.		
ppm	=	Data in parts per million by volume.		
*	=	Not measured		
Source:	Environment Department, Air Quality Bureau. <i>Annual Report 1989-1990.</i>			

8.5.2 NOISE

Noise is unwanted sound and is known to have several adverse effects on people, including hearing loss, communication interference, sleep interference, adverse physiological responses, and general annoyance. Noise sensitive land uses identified in Santa Fe include residences of all types, nursing homes, day-care centers, hospitals, schools, parks, and places of religious assembly. Outside the city, areas such as wildlife corridors and conservation districts are noise sensitive. In general, most portions of the Urban Area which contain noise sensitive uses are not negatively impacted by noise.

Existing Noise

According to the Santa Fe Police Department, residents complain about excessive noise from two occasional sources:

- **Party Disturbances.** These can include loud music, loud talking/yelling, traffic noises, fighting, and other noises that disturb the general peace.
- **Electronic Noise.** This complaint is most often associated with loud audio equipment audible to citizens located at significant distances from the vehicular sources.

This document recommends that a community noise survey be conducted to record and analyze noise exposure in areas with sensitive land uses. Noise monitoring sites should be selected to record daily conditions. Typical types of noise sources include:

- **Traffic Noise.** Most roadways generate noise. Many of the built areas along travel corridors have very narrow setbacks, and residents or employees within these noise impact areas may be subject to significant noise levels. Shielding can reduce actual noise levels at specific sites, as evidenced by the walled areas along Rodeo and Zia Roads.
- **Airport Noise.** Around the Municipal Airport, some residential areas are subject to airport noises. These are located at either end of the runways, beyond the airport property.
- **State and Hospital Flightcare Helicopter Operations Noise.** The State Police have one helicopter and St. Vincent Hospital has a helicopter landing area. This facility is used on an occasional basis.
- **Stationary Noise Sources.** Stationary noise sources within the Urban Area include industrial and commercial facilities. Noise exposure within industrial facilities is controlled by employee health and safety regulations, but exterior noise levels are not regulated by the federal and state governments. Noise generated from fixed sources may vary based on open doors and windows, climatic conditions, time of day, and existing noise levels. Specific sources are elaborated below:
 - **Valdes Park Industrial Area.** Noise levels in the vicinity of light industrial and commercial facilities along Valdes Industrial Park are dominated by roadway traffic noise during the day- and night-time hours. Other noise sources include internal truck traffic, loading-dock activities, refrigeration trucks, and banging of metal-on-metal.

- **Siler Road Industrial Area.** Noise levels in the vicinity of light industrial and commercial facilities along Siler Road are dominated by roadway traffic noise during the day- and night-time hours. Other noise sources include internal truck traffic, loading dock activities, refrigeration trucks, banging of metal-on-metal, and HVAC systems.
- **Airport Industrial Area.** The airport and nearby airport salvage yards are considered to have the worst-case noise levels within the Santa Fe area. Noise sources include air planes, loading-dock activities, truck traffic, and banging of metal-on-metal.

Noise Compatibility Standards

From the known effects of noise, criteria have been established to help protect the public health and safety and prevent disruption of certain human activities. For planning purposes, an A-weighted scale is recommended to describe environmental noise at any one particular time. However, community noise levels vary continuously. In order to account for the time-varying characteristics of noise, all of the individual noise readings must be averaged over a 24-hour period. Suggested noise compatibility standards for Santa Fe are shown in Figure 8-5. These have been designed to match each land use type with an appropriate range of noise levels. These standards should be used in conjunction with noise exposure contours shown on a noise map to determine where noise levels exceed the normally acceptable range so that acoustic reports and noise mitigation measures can be required for development projects.

Photographs

Photographs

IMPLEMENTING POLICIES

8-1 BIOLOGICAL RESOURCES AND HABITAT CONSERVATION

8-1-I-1 Prepare a comprehensive natural environment management plan for the Santa Fe area. Incorporate an analysis of and appropriate protection for: threatened and endangered animal and plant species and species of concern; identified habitat areas; riparian corridors and wetlands; floodplains; mountainous and steep terrain; aquifer recharge areas; natural drainageways; and conservation of topsoil and native vegetation.

8-1-I-2 Maintain an up-to-date inventory of sensitive biological natural resources as part of the city's Geographic Information System database.

8-1-I-3 Amend the Zoning Ordinance and Subdivision Regulations to include overlay or special review districts for RPAs and SRAs.

8-1-I-4 Limit development in or disturbance of any RPAs.

8-1-I-5 Establish special standards, procedures, and policies for SRAs to ensure that biological resources are considered and incorporated in development design. Include standards to ensure minimal impacts on biological habitats, not just individual species, particularly in areas abutting an RPA. Procedures may include requiring a field evaluation by a certified biologist as part of any development application, and requiring preparation of a biological resources management plan when field evaluation results in the identification of rare, threatened or endangered species.

The land use regulations and development standards could include provisions for setbacks, buffering, clustering development, waiver of minimum-lot-width requirements, narrower local street widths where these would enhance protection of sensitive habitats and resources, and prohibition of grading prior to receipt of necessary approvals.

8-1-I-6 Establish sensitive construction practices in the code to be implemented by the project proponent if rare, threatened, or endangered animal species are found to be directly impacted by the project. Such practices could include the following:

- Establishing noise standards,
- Limiting the amount of earth that can be disturbed at one time,
- Planning construction to minimize removal of necessary cover at critical times of the year, and
- Coordinating with animal refuge organizations for live removal and relocation of animals with enough time prior to construction.

8-1-I-7 Establish resource-sensitive practices as part of the city's engineering standards. Evaluate all roadway projects that cut through riparian or other wildlife movement corridors, and ensure corridor continuity by building culverts or safe passageways.

All designated riparian corridors (RPAs) are wildlife corridors, and more corridors could be defined as part of the project field evaluation required for sites located in whole or in part in a SRA. New roadways such as the Santa Fe Relief Route, could cut through wildlife habitats, creating “islands” that may be too small to support certain species or block access to water.

- 8-1-I-8 Update the city’s Geographic Information System database of riparian corridors based on information included in field evaluations required as part of any development application when a project is located in an RPA or an SRA.
- The city’s Geographic Information System database could serve as a starting point for analyzing a construction or development project’s potential effect on the whole riparian system rather than limiting the analysis to its immediate effect at the construction site.*
- 8-1-I-9 Minimize alteration of riparian corridors, designated as RPAs, to preserve their character.
- 8-1-I-10 Continue to regulate new gravel mining or soil disturbance within or adjacent to riparian zones.
- The city and county need to enforce regulations governing gravel mining within arroyos, in coordination with the Army Corps of Engineers, and pursue remediation opportunities when new approvals are sought.*
- 8-1-I-11 Require slow-release of stormwater from retention basins into riparian corridors.
- During the growing season this slow-release can help support wetland vegetation, thereby increasing the wetland habitat within the Urban Area and Extraterritorial Zone while maintaining the existing riparian corridors. In addition, slow-release would prevent potentially contaminated sediments from entering the riparian corridor and create a biofilter at the site retention basin, reducing the concentrations of pollutants such as nitrogen and phosphorous.*
- 8-1-I-12 Develop standards for new construction adjacent to riparian zones to reduce sedimentation and flooding.
- Require that low berms or other temporary structures such as protection fences be built between a construction site and riparian corridors to preclude sheet-flooding stormwater from entering the corridors during the construction period.
 - As part of construction permits, require the installation of storm sewers or other structures before construction occurs to collect stormwater runoff during construction.
- In many cases land development and construction projects do not take into consideration corridors for movement of wildlife or human recreational activities. The arroyo system in the Santa Fe area provides a ready-made network of existing wildlife corridors. Where appropriate, the city’s trail*

system may pass through these riparian corridors. Development standards could include minimizing paved areas, retaining large areas of undisturbed, naturally vegetated habitat to allow for water infiltration, and intermixing areas of pavement with the naturally vegetated infiltration sites to reduce the concentration and improve the filtration of stormwater runoff from pavement and structures.

- 8-1-I-13 Establish project review standards for any industrial site or fuel processing or distribution facility adjacent to a riparian zone.

The standards should be detailed in the City Code. Businesses using or distributing hazardous materials adjacent to a riparian zone may create a situation in which hazardous materials could discharge into headwaters of the United States.

- 8-1-I-14 Establish an SRA or designate a buffer zone on each side of all arroyos to ensure the continued use of riparian corridors by wildlife.

Sites within the buffer zone can remain in current use under their current ownership.

The buffer zone could also serve as the location for trails accommodating hikers, bicyclists, and equestrians, if acquired for public use. The buffer zone would also ensure the integrity of the adjacent upland habitats and prevent slumping or erosion of the banks of the riparian corridor.

- 8-1-I-15 Continue to regulate construction projects so that their ground disturbance activities is within city standards.

- 8-1-I-16 Establish and implement a comprehensive revegetation and reforestation program for the Santa Fe River Basin.

8-2 SOILS

- 8-2-I-1 Adopt practices for development and construction on sites where the erosion and slumping potential is moderate to severe.

- 8-2-I-2 Regulate large construction projects so that their ground disturbance activities are minimal:

- Require the installation of fencing around construction sites to reduce wind velocity and soil transport.
- Require straw mulching, swales, and reseeding open portions of construction sites upon completion of the project
- Restrict grading to only those areas going into immediate construction as opposed to grading the entire site. On large tracts of land, avoid having large areas bare and unprotected, require units of workable size to be graded at one time, and
- Establish and implement conservation and visual easements in designated areas.

8-3 HILLSIDES AND VISUAL RESOURCE CONSERVATION

8-3-I-3 Review and amend the city's Terrain Management and Escarpment Ordinance to include the following elements, at a minimum:

- Change slope standard from 20 to 15 percent.
- Specify the type and form of water and soil retention standards and structures on site. Retention of as much runoff as possible is critical to the stabilization of the environment.
- Review and amend the escarpment ordinance to include all ridgetops and foothills within the planning area.
- Coordinate the city's and the county's mountain and escarpment ordinances for development on hillsides and ridgetops to promote consistency.

The county is in the process of developing a ridgetop ordinance.

- Plan for and encourage conservation easements, where applicable, to preserve and enhance visual and natural resources.
- Specify the quantity and type of revegetation and soil conservation and restoration measures.
- Ensure more consistent application of regulations.
- Refine performance standards to further limit building heights and cut and fill.
- Review ridgetops established as part of the escarpment overlay district, and modify them to ensure that all visible ridges are protected.

8-4 NATURAL LANDSCAPES AND LANDMARKS

8-4-I-1 Develop an areawide landscape plan which would examine existing landscape conditions and propose a future plan for protecting, enhancing, and restoring landscape character in developing areas and improving and clarifying landscape design in existing areas. Coordinate efforts with the County Open Lands and Trails Planning Advisory Committee.

8-4-I-2 Adopt a tree ordinance to protect existing large trees and stands of trees and help in revegetation efforts.

8-4-I-3 Establish a tree bank for the reuse of valuable native trees and large shrubs dislocated by development, and require revegetation of all disturbed natural areas.

8-4-I-4 Preserve native vegetation to the extent possible.

8-4-I-5 Survey and describe existing historic natural and cultural landscapes and open space landmarks.

- 8-4-I-6 Reevaluate existing landscape ordinances and revise them to meet planning goals and established policies. Promote indigenous and drought tolerant landscaping in the majority of public and private sites.
- 8-4-I-7 Preserve native vegetation along roadsides and require the protection and reintroduction of native vegetation on all building sites except where domesticated courtyard and garden landscaping is called for.

8-5 ENVIRONMENTAL PROTECTION

Air Quality

- 8-5-I-1 Ensure that construction sites are dampened with water to reduce dust during periods of high wind.
Spraying of sites is part of an existing ordinance that may need to be enforced during periods of high wind.
- 8-5-I-2 Encourage the county to establish regulations for smoke, smoke-stack emissions, and particulate matter as part of the Land Development Code.
The City Code already includes such regulations. Air quality is a regional issue; what happens immediately outside the city limits affects the city almost as much as it affects the area where pollution is generated.
The County of Santa Fe's current air quality standards are minimal and the Land Development Code does not set standards for commercial, industrial, or other uses.
- 8-5-I-3 Consider emissions' control regulations for trucks and tour buses.

Noise

- 8-5-I-4 Conduct a noise survey to document existing noise, and prepare a noise contour map for noise-sensitive projects and land uses, the airport, highways and major roads, and General Plan build-out conditions.
- 8-5-I-5 Review and, if necessary, update the City Code, and establish noise levels where needed.
- 8-5-I-6 Ensure that new residential development is protected from exterior noise that exceeds normally acceptable standards. Use noise mitigation measures to reduce exterior sound levels in those areas to acceptable levels.
Verify projected noise levels with monitors at locations adjacent to residential and other noise-sensitive areas where traffic volumes are predicted to increase by more than 50 percent from baseline noise data.
- 8-5-I-7 Where noise mitigation measures are necessary based on project review, require project applicants to secure the services of a qualified acoustical engineer to perform a detailed technical study and to design mitigation measures.
Residential neighborhoods should be protected from the effect of noise from commercial and industrial land uses.

- 8-5-I-8 Assist in enforcing compliance with noise emission standards for all types of vehicles, through coordination with the Santa Fe City Police Department, Santa Fe County Sheriff's Department, and the New Mexico State Police.
- 8-5-I-9 As part of the City Code, require noise control measures such as insulation, berms, building design and orientation, buffer yards, staggered operation hours, and other techniques. Require that barriers are landscaped to reduce negative visual impact.
- 8-5-I-10 Encourage noise attenuation programs that avoid solid, visible walls where practical.
Open space, parking, accessory buildings, frontage roads, and landscaping can be used to buffer development from noise.
- 8-5-I-11 Work with the state to reduce noise levels associated with Interstate 25 and the future Santa Fe Relief Route.
- 8-5-I-12 Encourage Santa Fe County to adopt noise standards similar to the ones outlined in this document.
- 8-5-I-13 Where site conditions permit, require a noise buffer along the Santa Fe railroad alignment for all new and existing adjoining developments that are subject to unacceptable noise levels.
New development shall address the noise issue and existing development shall work with the city on the noise issue.
- 8-5-I-14 Conduct site-specific railroad and airport noise studies for noise sensitive projects to be sited in their proximity.
- 8-5-I-15 Verify existing noise levels with monitors at locations adjacent to residential and other noise-sensitive areas where traffic volumes are predicted to increase by more than 50 percent from current conditions, and project future noise levels and their potential impacts on noise-sensitive land uses.
- 8-5-I-16 Design and implement a noise abatement/prevention program. Collect and disseminate authoritative information on the effect of noise and noise control throughout Santa Fe.

Seismicity and Geologic Hazards

- 8-5-I-1 Prepare emergency management plan and earthquake response protocol.
- 8-5-I-2 Adhere to seismic engineering standards as contained in applicable codes.
- 8-5-I-3 Based on national seismic zone maps, work with the state to calculate areas of potential loss and property damage, with earthquakes in excess of 5.0 on the Richter scale and include mapping of the locations and sizes of the over 600 documented earthquakes in the Rio Grande Valley.

COMMUNITY SERVICES AND DEVELOPMENT

9 COMMUNITY SERVICES AND DEVELOPMENT

It is imperative that the goals, policies, and programs outlined in this document nurture a vital community and reach out to all segments of the population. While community development is supported by policies throughout this document, its importance is attested to by providing a separate chapter focused on the need for community services and development. This chapter establishes policies to provide more affordable housing, enhance economic opportunities, human services, children and youth programs, and adequate public services such as libraries, schools, fire and police protection, parks, recreation centers, and open space for all residents of the city.

The following themes relate to this chapter:

THEMES

- Affordable Housing - Actively participate in the creation of affordable housing.
- Quality of Life - Enhance the quality of life of the community and ensure provision of community services for residents.
- Transportation Alternatives - Reduce automobile dependence and dominance.
- Economic Diversity - Develop and implement a comprehensive strategy to increase job opportunities, diversify the economy, and promote arts and small businesses.
- Regional Perspective - Maintain a regional growth management perspective.
- Water - Undertake comprehensive efforts to conserve water and ensure adequate supplies with growth.
- Urban Form - Promote a compact urban form and encourage sensitive/compatible infill development
- Community-Oriented Development - Orient new development to the community; foster public life, vitality, and community spirit.
- Mixed Use - Provide a mix of land uses in all areas of the city.

GUIDING POLICIES

9-1 AFFORDABLE HOUSING

- | | |
|---------|--|
| 9-1-G-1 | Endeavor to assure that decent, safe, sanitary, and affordable housing will be available and accessible for all citizens, particularly for the poor, disabled, and homeless. |
| 9-1-G-2 | Develop financial and management structures that will promote availability of housing for those who could not otherwise afford it. |
| 9-1-G-3 | Coordinate interdepartmental efforts and staff assignments involving affordable housing issues. |

- 9-1-G-4 Expand interdependent activities and cooperate in public and private efforts to achieve affordable housing.

9-2 ECONOMIC DEVELOPMENT

- 9-2-G-1 Promote diversification of the Santa Fe economy.
- 9-2-G-2 Promote increased job opportunities with higher wages for Santa Fe residents.
- 9-2-G-3 Support retail uses that serve the needs of Santa Fe residents and workers.
- 9-2-G-4 Develop and maintain an attractive climate for conducting business in Santa Fe.
- 9-2-G-5 Promote small businesses.
- Many of the small businesses are also locally owned.*

9-3 COMMUNITY SERVICES

Arts

- 9-3-G-1 Increase access to the arts for Santa Feans.
- Encourage a wide variety of arts, cultural activities, and experiences for city residents.*
- 9-3-G-2 Provide support and services for Santa Fe's nonprofit arts organizations and individual artists.
- The production and sale of art (performing and visual) should be supported by providing access to affordable housing, live/work/retail space, affordable studios, business incubators, performing and rehearsal space, and community galleries.*
- 9-3-G-3 Increase the amount and quality of arts in education in Santa Fe schools and through other means.
- 9-3-G-4 Advocate the development of a community-wide arts and cultural needs assessment and plan for Santa Fe County.

Children and Youth

- 9-3-G-5 Participate in the development and implementation of community-wide programs for children and youth which enhance their quality of life and provide environments that are responsive to their developmental needs.
- 9-3-G-6 Provide programs for children and youth from birth through age twenty-one.
- 9-3-G-7 Provide grants in the areas of child care, early childhood education, and home visiting; mental health, health education, and life skills training; developmentally appropriate recreational activities; youth development and training opportunities; and supplementary educational programs for public school children.

Human Services

- 9-3-G-8 Ensure that any resident regardless of income, gender, religious affiliation, age, creed, race, sexual orientation, or handicap can receive human services in the community, and support initiatives that make such safety net services available, affordable, and accessible.
- 9-3-G-9 Develop a crisis center to provide detoxification and assessment services for both adults and youths experiencing mental health and substance abuse emergencies.
- 9-3-G-10 Participate in and promote healthy community initiatives that improve the health and mental health status of residents.

Libraries

- 9-3-G-11 Provide library services to all residents of the city, and improve library facilities as well as the delivery and accessibility of information.

Senior Services

- 9-3-G-12 Provide facilities and programs for the growing number of clientele.

9-4 SCHOOLS

- 9-4-G-1 Participate with the Santa Fe School District to maintain and improve educational facilities and services.
- 9-4-G-2 Collaborate with the Santa Fe School District to provide educational facilities with sufficient permanent capacity to meet the needs of current and projected enrollment.
- 9-4-G-3 Work with the Santa Fe School District to coordinate joint use of school facilities for community use.
- 9-4-G-4 Collaborate with the Santa Fe School District to explore ways in which capital outlay funds can be used to accommodate both social and educational community needs.
- 9-4-G-5 Collaborate with the Santa Fe School District to assess the impact to existing school facilities from new development.
- 9-4-G-6 Collaborate with the Santa Fe School District to explore the implementation of developer impact fees as a means of ensuring sufficient educational facilities.
- 9-4-G-7 Establish a cooperative relationship between the city and Santa Fe School District to identify ways in which both entities can meet the expanding needs of community growth and quality education.

9-5 PARKS, RECREATION, AND OPEN SPACE

- 9-5-G-1 Establish a continuous system of open space along the rivers, acequias, arroyos, and utilities.

Parks and open space should be linked by trails and linear parks.

- 9-5-G-2 Locate new parks and other open space to enhance the open space network.
- 9-5-G-3 Provide an adequate amount of park area per capita to meet the needs of all segments of the city's population.
- 9-5-G-4 Distribute parks and other open space in a geographically equitable manner, and provide trail linkages between them.

This document seeks to provide a community park within 1.5 miles of most residences and a neighborhood park within 0.5 miles.

- 9-5-G-5 Ensure that public park and recreational facilities are physically and perceptually accessible to all residents and not just to residents of individual subdivisions.
- 9-5-G-6 Use environmentally sensitive practices in park location, design, and maintenance.

Practices could include alternative wastewater and drainage treatments, water harvesting, and greater use of native and drought tolerant plants and recycled organic matter.

9-6 FIRE AND POLICE PROTECTION

- 9-6-G-1 Continue to provide high quality, effective, and efficient safety services for city residents and backup support for the county fire and police departments.
- 9-6-G-2 Minimize the loss of life and property resulting from the hazards of fire, medical and rescue emergencies, hazardous materials incidents, and disaster response and recovery within the Urban Area.
- 9-6-G-3 Provide adequate training to police and firefighters to combat both structural and wild land fires.

9-7 NEIGHBORHOOD AND COMMUNITY PLANNING

- 9-7-G-1 Ensure that active community involvement in the planning process is a priority within city government.
- 9-7-G-2 Ensure community involvement in the development review process.
- 9-7-G-3 With community involvement, develop a long-range approach to preparing a community and neighborhood planning program in the city.

9.1 AFFORDABLE HOUSING

Santa Fe is committed to the provision of decent, safe, accessible, and affordable housing for all of its citizens. Throughout the compilation of roundtable issues and needs, citizen concerns about the provision of affordable housing have been consistent and citywide. It is recognized that the cost of housing far exceeds the income of many Santa Fe families. Santa Fe's national reputation, a rapid spiraling of real estate prices, demand in the second-home

market, and increasing building costs have priced many Santa Feans out of the home-buying market. The situation is exacerbated by the low wage scale of the region.

While middle income families find housing options extremely limited, the poor, the homeless, and many of the elderly from the community have almost none. As land values have increased, low income areas have been “gentrified.” The closing of mobile home parks has increased the need for low income housing.

9.1.1 HIGH HARD COST OF BUILDING

The hard cost of building in Santa Fe is highest of any city in New Mexico. Hard costs include the labor and materials required for the project. These costs, when submitted for projects by local suppliers and subcontractors, are higher than the bids submitted by those from outside the area. Some reasons given for this higher cost include: smaller market in Santa Fe contributes to lower volume, therefore, higher prices; material transportation costs to Santa Fe are more expensive as are the costs of fuels. The nature of being engaged in the construction business in Santa Fe is such that it is more beneficial for a contractor to concentrate his efforts on a few high-end homes where profit margins are greater than it would be to build many economy grade homes. As a result of this, few if any contractors are willing to direct their efforts toward providing affordable housing. Because there is a great demand for housing (particularly high-end housing) and because of the profit motive, the efforts of the community's building delivery system have been redirected toward meeting the needs of those who can most afford them, thereby, leaving the needs of lower income households unmet.

9.1.2 HOUSING STOCK GENTRIFICATION

Many affluent persons have "discovered" Santa Fe. Demand from wealthier out-of-state buyers and visitors for land, houses, and vacation rentals has rapidly driven up the price of real estate. The wealthy infuse much welcomed cash into the community; however, the process creates high priced ghettos or stimulates the gentrification process. Impacts upon the community have included making housing unaffordable to local persons who are dependent upon the local economy—forcing many to move away in search of living situations they can afford. Some fear the resulting displacement is destroying neighborhoods and pushing out Hispanics who make up 48 percent of the population. In the process, the "character" of the city, which was the attraction to Santa Fe, is being lost.

9.1.3 LACK OF AFFORDABLE DEVELOPMENT BUILDING SITES

There is a lack of affordable building sites in Santa Fe. Raw land costs for suitable residential development in Santa Fe are unexplainably high. The most inexpensive developed lot in an R-5 subdivision in Santa Fe sells for \$40,000 to \$50,000. At this price for the land, it is all but impossible to develop affordable housing for sale on the open market. Currently, in the city there is land zoned for over 10,000 housing units as yet unbuilt. This would seem to indicate that there are many investors sitting on land and asking prices that the market will not currently bear. Some of this land is serviced by infrastructure while other areas are not. The land not currently serviced by infrastructure would require a substantial front-end

investment for placement of the infrastructure to service the land. The cost of placing the infrastructure and its carrying costs contributes much to the cost of the end product.

Santa Fe's cost of living is 12 percent higher than national averages, and its housing costs are 37 percent higher. Low- and moderate-income Santa Fe families are increasingly priced out of the homebuying market. As a result, the proportion of homeowners to renters is dropping about two percent a year. Many citizens pay 50 percent or more of their income for housing, thus depressing discretionary income.

Within five years, the city faces increasing problems of housing affordability for many of its low- and moderate- income citizens, particularly the elderly, Hispanic, and single parent families who already suffer disproportionately the most acute housing problems. Within five years, without intervention, there will be an even larger gap between the number of housing units needed for all persons of low- and moderate- income and the supply available. The cost, size, and type of housing units being built and expected to continue to be built are not what is needed to meet present and future housing needs of Santa Fe's expanding population. There is no assured source of financial assistance to provide housing subsidies to low-income Santa Feans who need them.

Housing is a problem not only for Santa Fe citizens, but also for Santa Fe businesses and the overall economy. High housing costs make it difficult for businesses to attract and keep employees. Companies will not locate here if their employees cannot afford homes; thus, the business community needs to join with the city in becoming an advocate for affordable housing.

9.1.4 REGULATION

Approximately 20 percent of the cost of a new home can be attributed to government regulation—some of it necessary, but much of it outmoded, needlessly restrictive and inefficiently administered. For instance, review processes are often duplicative, lengthy, and overly complex, requiring developers to fill out repetitious forms and wait for each approval before proceeding to the next step while paying the costs of waiting. These costs include taxes on land held in expectation of building, interest on loans, and the inevitable increases in the price of labor and materials—all passed on to the consumer in the form of higher home prices. A reduction in processing time can result in significant cost savings by reducing the carrying costs for the project and limiting the inflationary spiral for labor and materials that occurs during the processing of the development.

The review and approval process, should be consistent, timely, accountable, and clear. The uniform application of the city's standards and policies offers some guarantee to the developer that money spent for preparation of plans and specifications will not be wasted by the last minute interpretation of standards.

9.1.5 FINANCING

One of the primary strategies to promote affordable housing is to make money available on reasonable terms to qualified people. There are several avenues which address this issue, including negotiations for more flexible terms with the banks, city participation in the form of a bond issue, and private foundation funding. Other strategies which will be used to

address the financial aspect of housing are a financial counseling program, use of Low-Income Housing Tax Credits, support for the downpayment assistance program, and use of sweat equity and owner built programs.

9.1.6 LAND USE

The most important element of planning for affordable housing is higher density. Part of what has made Santa Fe so appealing—neighborhoods with five to nine units per acre—will help achieve affordable housing goals. At a minimum, five units per acre are necessary to yield housing that may be affordable to lower-income households. Anything less will produce housing affordable to households earning at least \$70,000, which represents only 10 percent of the households in Santa Fe. Densities less than five units per acre undermine the city's entire affordable housing effort. Along with mandatory minimum densities of at least five units per acre, design and development guidelines should be created. Issues regarding aesthetics, health and safety, and general livability are important regardless of the cost of housing.

The city should take a proactive role to ensure an adequate supply of land is available so there are no artificial constraints on easily developable land. Overarching policy initiatives would include an annexation policy that ensures a constant supply of developable land.

Once developments are approved, developers and owners should ensure the properties are being developed or in active use. As an incentive, a penalty tax on vacant buildable land that has received development approval should be enacted.

9.1.7 ADMINISTRATION / MANAGEMENT

Housing is becoming one of the most critical economic problems facing our community today. Providing or preserving affordable housing for our current and future residents is more difficult now than it was just a few years ago. Therefore, public-private partnerships are essential for increased efforts for affordable housing.

Federal support for affordable housing has been drastically cut. Public-private partnerships will help fill the gaps left by the loss of public funding by creating mechanisms to provide affordable housing, including the actual development of affordable units. Overhead costs of development should decrease through the solicitation of volunteer efforts including the professional assistance of engineers, architects, planners, contractors, and support services such as title insurance companies.

Nonprofit housing agencies should take advantage of the most cost effective building techniques, materials, floor plan layouts, and management systems. The cooperating agencies provide services to the city through the land trust, with the value of the services being exchanged for leased land from the city.

Neighborhoods are changing in ways that are not traditional to the city. Poorer families have fled or been pushed out of older, economically integrated areas of town, and neighborhoods have become more homogeneous at higher income levels. Because of this, a large emphasis should be placed on home ownership housing rehabilitation, rental rehabilitation programs, and the development of revitalization programs using urban homesteading strategies.

Salvage supply is a mechanism by which the cost of materials could be lowered for the development of housing units. This would encompass a centrally located storage facility for salvaged or donated building materials. The facility would be responsible for receiving, handling, and distributing building materials to nonprofits and qualified residents. The possibility of bulk buying of construction materials through a cooperative may also be explored.

9.1.8 TRAINING / MARKETING / INFORMATION

The housing issue is complex. Myriad functions and the efforts of many persons eventually result in providing housing for a household. Many view the process as cumbersome or inefficient and have sought methods to facilitate the process. Because of its complexities, the housing issue requires the communication and cooperation of all participants in the production/provision of housing. This is not always possible, as goals of one entity may be diametrically opposed to the goals of another. Coordinating the efforts of the community will minimize the impact on a particular group or individual.

9.2 ECONOMIC DEVELOPMENT

For a detailed discussion of existing economic conditions and growth prospects, see *Working Paper: Existing Conditions and Planning Issues -- Urban Area and Extraterritorial Zone*, June 1995, Chapter 2: Population and Economic Growth Employment.

Existing Employment

According to the New Mexico Department of Labor, a typical Santa Fe County establishment employs eight persons, and over 60 percent of all businesses have fewer than five employees, not including self-employed individuals (see Tables 9.1 and 9.2). The small-business orientation of the local economy creates a need for small business assistance, and affordable sites and space. A mix of land use that provides sites for business activities within or in conjunction with residential neighborhoods and that accommodates home occupations and offers potential ways to encourage small businesses in the city.

Since the 1970s, the local economy has been dominated by government and service oriented employment, as shown in Table 9.2. In 1992, Santa Fe County reported about 65,650 jobs, of which 22.4 percent were in the government sector and 34.1 percent in the service sector. The number of jobs in Santa Fe County grew at an average annual rate of four percent between 1980 and 1992. The county's 1993 unemployment rate of 4.3 percent was one of the lowest in the state.

The New Mexico Department of Labor reports a civilian labor force or people of working age (16-64) who are in the labor force (i.e., persons 16-64 nonmilitary) in Santa Fe County of 60,134 persons in 1992, compared to 46,209 nonagricultural wage and salary jobs, which are reported by businesses paying workers unemployment compensation tax. The high ratio of civilian labor force to wage and salary jobs shows that there are a large number of Santa Fe County residents who work outside the county or are self employed. Data from the U.S. Bureau of Economic Analysis confirms this characteristic of the Santa Fe economy. The

Bureau of Economic Analysis reports a total of 65,649 nonfarm jobs, including agricultural services. Approximately 23 percent of nonfarm jobs are held by proprietors.

TABLE 9.1 SANTA FE COUNTY BUSINESSES AND EMPLOYMENT BY INDUSTRY TYPE AND SIZE OF BUSINESS, MARCH 1994								
	Establishments by Number of Employees							
Industry	Reportin g Units	-0-	1-4	5-9	10-19	20-49	50-99	100+
Agriculture, Forestry and Fishing	75	19	26	15	12	3	0	0
Manufacturing	199	35	83	31	29	16	2	3
Mining	25	4	15	3	2	1	0	0
Construction	612	191	218	124	43	29	5	2
Transportation and Public Utilities	102	17	38	20	9	15	3	0
Wholesale Trade	179	24	85	35	23	12	0	0
Retail Trade	1,021	133	382	213	133	111	38	11
Finance, Insurance and Real Estate	349	52	189	53	34	12	5	4
Services	1,611	233	882	240	129	80	28	19
Total	4,173	708	1,918	734	414	279	81	39
	Number of Workers							
Agriculture, Forestry and Fishing	389	0	55	93	152	89	0	0
Manufacturing	1,974	0	175	206	383	555	147	508
Mining	100	0	28	18	32	22	0	0
Construction	3,156	0	480	809	541	810	280	236
Transportation and Public Utilities	1,086	0	90	140	108	473	275	0
Wholesale Trade	1,084	0	175	233	312	364	0	0
Retail Trade	11,815	0	957	1,428	1,736	3,416	2,509	1,769
Finance, Insurance and Real Estate	2,458	0	368	331	460	404	375	520
Services	13,709	0	1,758	1,542	1,722	2,218	1,957	4,512
Total	35,771	0	4,086	4,800	5,446	8,351	5,543	7,545
Source: New Mexico Department of Labor, 1994.								

Santa Fe's major employers include the State of New Mexico, with approximately 9,000 employees in Santa Fe County; Santa Fe Public Schools, with 1,650 employees; St. Vincent's Hospital, with a staff of over 1,300; and the City of Santa Fe, with 1,000 employees.

TABLE 9.2 SANTA FE COUNTY: PERCENTAGE EMPLOYMENT BY INDUSTRY TYPE, 1970-1992						
Industry	1970	1975	1980	1985	1990	1992
Agriculture, Forestry and Fishing	1.4	1.3	1.6	1.4	0.7	0.7
Manufacturing	3.5	3.6	4.1	3.5	4.8	4.3
Mining	1.0	1.2	1.2	0.6	0.8	0.6
Construction	5.0	6.8	6.7	8.9	7.3	6.4
Transportation and Public Utilities	3.3	3.5	2.7	2.9	2.0	2.0
Wholesale Trade	1.5	1.5	1.6	1.7	2.2	2.5
Retail Trade	16.7	18.0	17.8	19.3	19.6	19.9
Finance, Insurance and Real Estate	5.3	5.4	6.3	7.0	7.4	7.0
Services	21.5	24.0	25.2	25.4	33.5	34.1
Government	39.0	33.0	33.9	30.0	21.8	22.4
Total Employment	22,125.0	28,707.0	36,708.0	46,045.0	59,662.0	65,649.0
Source: U.S. Department of Commerce, Bureau of Economic Analysis, May 1994; City of Santa Fe, Santa Fe County.						

As shown in Table 9.2, the relative share of the total employment for the various industry sectors has remained fairly stable over the last 22 years (1970-1992), except for the two largest sectors of the economy—services and government—which have exchanged places since 1970. The share of the government sector declined from 39.0 percent of total employment to 22.4 percent. During the same time period, employment in the services sector increased from 21.5 percent of total employment to 34.1 percent. Thus, shifts in employment since 1970 have resulted in less dependence on government employment. However, earnings data compiled by the Bureau of Economic Analysis show that the retail and service jobs that represent the largest gains in employment over the last two decades generate below average earnings. The economic growth goals of the public as expressed through public meetings are to diversify the local economy while providing better paying jobs.

Employment Prospects

Jobs are a high priority for Santa Fe residents. Residents are concerned that although the work force is highly educated and many workers could fill higher skilled positions, the jobs being created are in the low-paying services sector, such as those related to retailing and visitor services and activities. Paralleling national trends, the majority of new job growth over the next 20 years is also likely to be in the service sector. While Santa Fe's culture and the educated work force are assets, the high cost of land and housing deters many prospective employers.

Several recent studies of the city and regional economy have identified industry clusters other than tourism and government that have been successful in Santa Fe. These include arts and

crafts; biomedical research and manufacturing; fashion, including clothing and jewelry; food processing; film production and communications; furniture manufacturing; medicines, including traditional and alternative medicines and healing; outdoor recreation equipment manufacturers and distributors; publishing; and technology transfer, particularly related to Los Alamos National Laboratories. General Plan policies encourage development of these industries as well.

Employment Growth

Employment growth for the Urban Area is estimated based on the population increase that would occur with the residential development envisioned for year 2020. The distribution of jobs across the various sectors is expected to reflect growth projections and a balanced land-use/housing program. Retail, services, and government are likely to be the leading employment sectors.

9.2.1 TOURISM, THE ARTS, AND RETAIL

Tourism

Tourism is a major component of the Santa Fe economy, and the city is a major contributor to the state's \$2.6 billion tourism industry. Santa Fe County ranks second in the state for travel expenditures. In 1991, the most recent year for which data are available, travelers spent approximately \$260 million in Santa Fe County. There were over 6,400 wage and salary jobs supported by tourism, and payroll for tourist-related business was \$58.4 million. Traveler spending in Santa Fe County generated \$13.6 million in state revenues and \$4.2 million in local tax revenues.

To meet the visitor demands for lodging, there are an estimated 4,045 hotel, motel, and bed and breakfast rooms in Santa Fe, according to the Santa Fe Convention and Visitors Bureau. During the past six years, the number of rooms in the city has increased by four percent per year. Hotel occupancy in Santa Fe County is typically the highest of any city in the state. In fact, hotel and motel occupancy exceeded 70 percent in each of the past five years, and in 1993, it reached 76 percent. The city's lodgers tax receipts exceeded \$3.4 million in 1993, up 22 percent from 1992. Table 9.3 shows growth in the number of hotel rooms, along with trends in lodgers tax receipts and gross receipts from hotels and convention attendance.

To provide continued opportunities for tourism, this document designates an adequate amount of land for commercial uses (which includes visitor-services establishments). There may be a need for a tourism plan that details the impact and mapping of tourism in Santa Fe.

TABLE 9.3 TRENDS IN THE SANTA FE HOTEL INDUSTRY					
Year	Number of Hotel/Motel Rooms	Bed and Breakfast Rooms	City Lodgers Tax Receipts (\$000,000)	Gross Receipts from Lodging (\$000,000)	Convention Attendance
1988	3,140	54	1.5	63.3	39,246
1989	3,189	68	1.9	74.6	39,187
1990	3,172	96	2.3	79.6	40,782
1991	3,606	92	2.6	94.9	45,622
1992	3,659	110	2.8	104.9	36,837
1993	3,662	150	3.4	126.1	51,431
1994	3,843	202	NA	NA	NA
Average Annual Percent Change	3.4	24.6	17.8	14.8	5.6
Sources: Santa Fe Convention and Visitors Bureau; Sunwest Bank Economic Review, New Mexico Taxation and Revenue Department.					

Retail

Retail trade accounts for about 20 percent of the jobs in Santa Fe County. The Bureau of the Census identified 942 retail establishments in the county in 1991, with 11,000 employees and an annual payroll of \$140.7 million. Earnings in the retail sector are the lowest of any business category. Retail sales in the Urban Area are expected to increase by \$400 to \$500 million over the next 20 years (Table 9.4). The large number of retail jobs in Santa Fe in combination with the relatively low pay for these jobs is a major concern of Santa Fe residents.

Downtown retailing activity is dominated by eating and drinking establishments and art galleries. In addition, vendors around the Plaza sell jewelry and other hand-made accessories. In recent years, annual rents in selected areas have climbed past \$100 per square foot and national specialty retail chains, such as Banana Republic and J. Crew, have moved in. In the public scoping meetings for the General Plan, residents expressed a need for more local-serving retail and small services in Downtown. In particular, residents want to maintain retail businesses that serve everyday needs, such as the existing Woolworth's located on the Plaza.

TABLE 9.4 PROJECTED URBAN AREA RETAIL SALES			
Store Type	Projected Sales 2015 (\$000,000)		
	Low	Medium	High
Building	58.6	60.4	62.3
Hardware	12.7	13.1	14.5
General Merchandise	75.6	78.0	80.4
Department	140.9	145.4	149.9
Retail Food	237.9	245.5	253.0
Motor Vehicle	32.2	33.3	34.3
Service Station	11.8	12.2	12.6
Mobile Homes	15.1	15.5	16.0
Auto Part	29.6	30.6	31.5
Apparel	104.8	108.1	111.4
Furniture	63.5	65.5	67.6
Restaurant	173.4	178.9	184.4
Liquor	27.9	28.8	29.7
Drug	36.7	37.9	39.0
Package	18.9	19.5	20.1
Misc. Retail	446.0	460.3	474.5
Total	1,485.6	1,533.0	1,581.2
Source: Southwest Land Research.			

9.2.2 ECONOMIC DEVELOPMENT STRATEGY

A viable economic development strategy is proactive: it anticipates and responds to future growth prospects. Besides ensuring that adequate sites are available for future commercial and industrial development at appropriate locations, the city needs to take a comprehensive look at all aspects of the local economy. The broader policy issue is how involved the city should be in economic development; should this include planning and technical assistance or direct financial assistance? The strategy outlined in this chapter includes a number of specific programs as well as policies intended to improve the overall business climate and establish positive working relations with the private sector. This strategy is intended to protect and enhance existing business and nurture new startups; work with business, education, and service providers to enhance the skills of the labor force; target industries that will diversify Santa Fe's economy and provide good wages; and improve access to affordable housing and local-serving retail.

This chapter of the General Plan reflects the issues and priorities established in the *Community Economic Development Plan* (adopted 6/96). The city *Economic Development Plan* is a strategic plan for the development of Santa Fe's economy and therefore is much more detailed than this General Plan chapter. The city *Economic Development Plan* addresses local and regional relationships in the context of Santa Fe's economy, identifies existing industries with potential for development, develops goals and effective actions to achieve these goals, and creates opportunities for economic development.

There are many “players” interested in Santa Fe's economic development, including the City of Santa Fe, Santa Fe County, the State of New Mexico, Santa Fe Economic Development, Inc., TRADE, the Santa Fe Chamber of Commerce, numerous professional and business organizations, landowners, lending institutions, the Santa Fe Community College, the Santa Fe School District, and many others, in addition to the general community. The policies outlined in this document respect the roles of these groups and seek to establish partnerships that leverage each group's knowledge and skills to make economic development efforts more successful.

9.3 COMMUNITY SERVICES

Community Services are a vital sector of the community. Meeting the needs of the art community, children and youth; human services, libraries, and senior services are some of the major services which make up the community service sector. This section focuses on those aspects of the arts, youth, human services, library and senior services that have a physical planning dimension. There are many other worthwhile programs that the city is involved in, such as health care and family violence prevention; these are not a focus of the General Plan. Safety services are discussed in the Fire and Police Protection Section.

9.3.1 ARTS

The City of Santa Fe Arts Policy, adopted by City Council on November 30, 1988, provides the framework for support of Santa Fe's arts and culture. Santa Fe is known worldwide as an arts center. Santa Fe has more artists, arts organizations, and museums per capita than any other city in the nation. The city is fortunate to have a wide variety of professional and nonprofessional, for-profit and nonprofit, arts organizations, artists, and businesses offering a wide range of art forms. Santa Fe's artists and arts organizations contribute significantly to the quality of our community life; they are resources that could not be replaced and provide the community unequaled cultural opportunities.

Arts energize and inspire to such a degree that many think the Santa Fe lifestyle and environment are art forms in themselves. In turn, excellence in artistic endeavors of all kinds is encouraged through the relationship of Santa Fe and its artists. Further, the history, spirit, and character of the community are expressed through the fine, applied, and living arts. Our artists are major contributors to the quality of our community life.

Recognizing that the arts enhance the life of our city and the lives of our citizens in many ways, the City Council has directed that the city pursue policies that support the arts in such a manner that its citizens and visitors to the city all benefit from their interaction with the arts. The city encourages excellent standards of design and brings artists and the wider community

together. The city strives to assure that its procedures demonstrate a positive stance towards artists and artistic institutions.

The 1993 *Santa Fe Arts Impact Study* reflects the state of the arts in Santa Fe. The Study estimates that with an economic multiplier of 1.85, the arts annually account for 25.9 percent of the local economy. The *Santa Fe Arts Commission Long Range Policy and Action Plan, 1994-1999* (adopted by City Council on November 9, 1994) was developed to provide direction for the support of arts and cultural affairs. Both publications were developed with extensive public input through surveys, interviews, focus groups, and public meetings.

9.3.2 PROGRAMS FOR CHILDREN AND YOUTH

Santa Fe takes pride in its strong sense of community by providing numerous programs for children and youth. The Children and Youth Section manages grants to these programs. The city has taken several steps in recent years to assert its commitment to youth and declared 1996 as the Year of Children and Youth. These steps include:

- **Children and Youth Fund and Commission.** The Children and Youth Fund comes from an annual allocation of up to three percent of the city's share of state gross receipts tax revenues. The Children and Youth Fund Commission serves in an advisory capacity to the Mayor and the City Council on matters concerning the young people of Santa Fe. The Commission's charge includes advocating for children and is a special concern of the Commission. This Commission sets policy and oversees the Children and Youth Fund which provides annual grant funding for over 40 programs that serve Santa Fe's younger generation. At least half of the children who participate in programs must be from low-to-moderate income families. The programs offer opportunities for learning to respect diversity of all kinds.
- **Community Child Care Task Force.** The city formed the Community Child Care Task Force in 1995 which focuses on employer-sponsored child care, family resource centers, schools as community centers, and mentors to improve the quality of child care.
- **Family-Friendly City.** The city has taken steps to provide parenting resources, approve flexible work schedules, serve as a resource and referral service for dependent care, and enhance child-related benefits for employees. The city is trying to set an example to encourage community support for children and families in positive and beneficial ways.
- **Encouraging and Empowering Youth.** The Mayor's Office of Intercultural Affairs organized the Voices of Youth summit to find out what Santa Fe's young people are thinking and to give them a voice in city government. The number-one concern was the lack of recreation and activities; other concerns included teen violence, suicide, alcohol and substance abuse, gang activity, pregnancy, crime, and graffiti. The city is in the process of establishing a working youth council. The council will prepare and submit proposals, which address some of the issues brought out at the Youth Summit as well as other future concerns, to the City Council.
- **Affordable Child Care Center.** The Community Development Division staff has been working to provide space and support for a child care center to be completed in 1997 in the old La Familia building at 1121 Alto Street. The center will serve up to 80 children,

ages 2-5, 51 percent from families with low to moderate incomes, and will meet the need for affordable, accessible, high quality child care.

- **Partnerships.** A full partner in the education of its people, the city provides activities, programs, and services for young people through the Parks and Recreation Department, Police, Arts Commission, Libraries, and Children and Youth Section. It works with the Santa Fe Public Schools to continue educational experiences outside the classroom by using community resources. The city also funds special arts projects that supplement the school curriculum, offers specialized programs through city-funded arts organizations to citizens of all ages, from those in the elementary schools to nursing homes, and sponsors the mentor-based Mayor's Community Youth Mural Program to combat graffiti.
- **Apprenticeships for On-the-Job Training.** To better prepare high school students for job opportunities and entrepreneurship after they graduate, the city appointed the Apprenticeship Task Force in 1995 to encourage efforts to provide training to youth. The Task Force led to the creation (in 1996) of the Santa Fe Education and Apprenticeship Network, which is working to promote and coordinate a wide range of apprenticeship and internship opportunities.

Some areas in the city, such as the lower west side, have many children in them with no appropriate places planned for them to play. Spaces and sites for libraries and safe indoor and outdoor hang-outs for children and teens are needed now and will be increasingly needed in the future. General Plan policies seek to support the provision for these facilities throughout the city.

- **Future Facilities.** Provision for future facilities with space for child care programs, health and mental health resources, recreational activities, and youth development programs should be considered when planning for land use. For example,
 - Satellite children's museum sites,
 - Art centers for youth including performance space and exhibition space,
 - Portable buildings in every park to serve as community centers,
 - Parks in every neighborhood,
 - Health clinics at schools,
 - Space for summer and after school programs throughout the city,
 - Ropes courses in public parks,
 - Public schools and churches as community centers,
 - Family resource centers in neighborhoods,
 - Tutoring sites,
 - Ecology projects,
 - Wetlands and gardens in city parks and public schools,
 - Spaces that encourage the integration of children and youth and adults such as parks designed for young children including those with disabilities,
 - More meeting rooms,

- More pools,
- A southside recreation center, and
- Designated space in the Railyard property for youth and family activities.

By keeping the idea of designing for children, youth, and families in mind when designing public spaces, a more family and child-friendly city will be created. Input from children, youth, and families will be solicited as new developments are planned.

9.3.3 HUMAN SERVICES

Human services are a vital sector of the community. The quality of life of our citizens depends in part on meeting their need for quality health care, social services, family development, residential care services, personal support, and crisis intervention. City human services planning, coordination, and funding policies shall be integrated with other municipal departments as well as county, state, federal, private, and nonprofit sectors to ensure effective human service delivery. The city shall also promote appropriate human service geographic distribution, operational sustainability, site location, residential, and paratransit integration to serve families and citizens in our community.

Current initiatives include:

- **Human Services Committee.** The City Council adopted a health and human services resolution in May 1992 which established a human services fund, which represents two percent of the state-shared gross receipts to fund a wide range of human service programs. A Human Services Committee was created to oversee the fund and recommend specific programs for City Council approval. Service providers who receive funding shall serve a majority of residents who have very low or low incomes.
- **Crisis Response Project.** A major community initiative is underway to develop a crisis response system which deals more effectively with substance abuse and mental health emergencies. There are over 14,000 emergency incidences every year in our community involving substance abuse and mental illness affecting both adults and young people. This state of emergency resulted in the City Council adopting a *Crisis Response Plan* in February 1996 prepared by the City of Santa Fe Crisis Response Task Force. The plan calls for developing and implementing multiple strategies to divert persons in crisis away from expensive hospitalization and detention into more appropriate treatment options and to reduce the number of behavioral health crises in our community including the development of a crisis facility.

Human Service Collaboration

The spiraling decrease in federal and state financial support for human services emphasizes the need to create more collaborative relationships between service providers to ensure a safety net of health and human services. A myriad of organizational opportunities must be explored and developed to encourage resource sharing partnerships, mergers, alliances, and service shifting to ensure the availability of human services for the community. The city must strengthen its safety net of human services during the next decade.

Future Needs

There will be an ever increasing demand for human services over the next twenty-five years. Fewer public funding resources and increased competition for the remaining dollars will result in dramatic changes in the service provider landscape. The city shall adopt new human service strategies, where necessary, to ensure that a safety net of services can continue to exist which involve long-term planning, coordination of multiple stakeholders, and funding to include increasing the two percent share of the state's gross receipts for human services.

Major changes in the local health care system, such as managed care and health maintenance organizations, will alter the affordability, accessibility, and availability of health services for citizens of the entire community. There will be a greater emphasis on developing networks of comprehensive health and human services for adults and young people to ensure a continuum of prevention, treatment, and crisis services.

The city will see an increased need for in-home health care, homemaker, elderly day programs, nursing and case management services; full spectrum professional counseling for mental health, alcoholism and substance abuse, sexual assault, domestic violence and elder abuse; early intervention and prevention services, homeless services, AIDS/HIV services; and basic necessities such as food, utilities, rent, and clothing. These needs will most dramatically impact persons in lower income groups especially the elderly, children, special needs populations, such as disabled persons and single parents, and those individuals without health insurance or other forms of financial assistance.

9.3.4 PUBLIC LIBRARIES

Library Facilities and Staffing

Santa Fe currently operates three library facilities—the Main Library, the La Farge Library, and the Library Bookstop—which serve both city and county residents. The Main Library is located Downtown, about one block from the Plaza. The La Farge Library is located on Llano Street near Siringo Road, and the Library Bookstop is located in the Villa Linda Mall.

The Library's three collections include a total of 238,771 catalogued items (as of June 1995), and a large number of uncatalogued items in the form of microfiche, magazine backfiles, vertical file material, microfilm, and other items. The Main Library houses about 56 percent of the total collection and contains the most comprehensive reference materials and older books. The La Farge Library contains 36 percent of the collection and was originally designed for school children. More adults are now using this library because of its accessibility and free parking. The Library Bookstop is a storefront with current circulating books but few reference materials. It was designed as a stop-gap facility until a larger library could be built. Library users can request any book to be transferred to any of the libraries for their convenience.

Library staffing includes 52 full-time and part-time staff members, which is equivalent to a 44.5 full-time-effort. A considerable number of volunteer hours supplement the work done by paid staff.

Library Use and Services

The city's libraries serve both city and county residents; about 42 percent of whom are active library users. In Fiscal Year 1994-1995, over 680,000 customers entered the library to look for books and information, to use the meeting rooms and other library services, or just to read and relax. This translates into over 56,000 visitors per month.

The libraries accommodate approximately 300 classes from local schools during the year for tours, programs, instruction, and research. In addition, the library assists the jail library in obtaining materials. Through Interlibrary Loan the libraries share resources with other libraries in the city, around the state, and across the country.

Over 542,000 library items are borrowed by the public each year, and almost 1,500 items were borrowed from other libraries through Interlibrary Loan. Reference staff answer over 170,000 questions annually. In the past five years, items loaned to the public increased 23.9 percent, and information questions increased 46 percent. It is expected that the demand for informational and educational resources will continue to grow disproportionately to population growth in the future.

Future Library Needs

In order to meet the informational and educational needs of the community and improve access to resources, the library intends to construct a new facility on the southside of the city. However, no site has been selected, and funding is not currently available. A 24,000 square foot facility would serve the growing number of residents, schools, and businesses on the southside and help relieve the congestion at the Main Library. A southside facility would eliminate the need for the Library Bookstop, and it would affect the future role and use of the La Farge Library.

9.3.5 SENIOR SERVICES FACILITIES AND SERVICES

The Division of Senior Services was established in 1977 with the mission to allow older adults to remain living in their own homes as comfortably and independently as possible, and to hopefully avoid institutionalization while remaining an active contributor to the community. Currently there are nine senior centers serving approximately 585 square miles. These centers are located in Edgewood, Cerrillos/Las Lomas, El Rancho, Santa Cruz, Chimayo and four within the City of Santa Fe which include Mary Esther Gonzales (1121 Alto Street), Pasatiempo (668 Alta Vista), Luisa (1510 Luisa Street), and Camino Consuelo (1200 Camino Consuelo) Senior Centers. The complexity of the consolidated program offers a wide variety of services such as:

- **Transportation** - to and from medical appointments, social service agencies, meal sites, grocery shopping, and various recreational activities.
- **Nutrition** - Seven meal sites provide warm nutritious meals Monday through Friday in a comfortable sociable dining room setting. Five meals-on-wheels routes service the less fortunate, frail, or homebound elderly seniors who cannot attend the congregate sites.

- **Senior Olympics** - encourages a healthy lifestyle for those 50 years of age and older by offering a variety of recreational and sporting activities throughout the course of the year. These individuals compete against one another and travel to local, state, and regional competitions.
- **Activities Program** - offers seniors the opportunity to use their leisure time in creative, enjoyable self-fulfilling experiences with activities that offer physical, mental, social, and cultural experiences through expression of their individuality. Instructional classes include arts and crafts, ceramics, retablos, embroidery, clay beading, weaving, and health related activities such as exercise classes and line dancing. The program also sponsors and provides chaperons for a variety of trips and excursions.
- **Retired Senior Volunteer, Foster Grandparent, and Senior Companion Programs** offer volunteer opportunities for seniors age 55 and older. These programs provide options for individuals to remain as active contributors to the community by furnishing various services to include companionship to frail, homebound individuals, assist children with special and exceptional needs, as well as many other essential services.
- **Preventive Health Program** - offers preventive and educational health information and assistance to include blood pressure testing, cholesterol testing, vision and hearing screenings, acupuncture, pain management, nutritional information (healthy cooking) and the annual community awareness health fair. This service continues to enhance the quality of life for seniors and promotes a healthier lifestyle.
- **In-Home Supportive Services** - offers home management assistance in the areas of light housekeeping, laundry, minor meal preparation, transportation, and escort assistance to and from medical appointments, grocery stores, senior centers, social service agencies, etc.
- **Safe Kids/Safe Seniors** - recognizes that children and seniors are among the community's most valuable resources and addresses issues related to safety and prevention of unintentional injuries for those two sectors of the population. Children and senior awareness is provided through workshops, presentations, and safety literature. This pilot program, the first of its kind, focuses on the youth and elderly to become more safety conscious.
- **Outreach Service** - provides minimal case management assistance, acts as an advocate on behalf of senior clientele, assists in obtaining services such as housing, income, welfare, Medicare, Medicaid, etc.
- **Respite** - offers relief for a primary care giver who is with an individual who has been diagnosed with Alzheimer's or dementia-related disorders and is with the client seven days a week, 24 hours a day. Services include, but are not limited to, companionship, maintaining a safe and clean environment, minor meal preparation, nonmedical personal care (dressing, bathing, grooming), low-impact exercise, transportation, etc.

These essential services enable the Division of Senior Services to complete its overall mission—enhancing the quality of life for those older individuals who reside within the county.

Senior Services Usage of Services

During Fiscal Year 1995/1996 the Division of Senior Services provided the following services:

- Transportation provided 57,131 rides;
- Nutrition served 73,704 congregate meals and home delivered 64,688 meals;
- Recreational activities logged 3,790 group sessions;
- Outreach/Advocacy provided representation for 3,673 individuals;
- Health promotion/assessment screened 5,304 individuals;
- In-Home support services were provided to 3,600 individuals, including housekeeping and nonmedical personal care; and
- Respite logged over 6,502 hours of relief.

9.4 SCHOOLS

The need for better schools and increased opportunities for youth is the second leading priority for city residents. While the provision of schools is under the purview of the Santa Fe School District, the General Plan sites schools and other educational facilities to foster close relationships between residences, transit, and bicycle and pedestrian trails.

9.4.1 CURRENT FACILITIES

The Santa Fe area is served by the Santa Fe School District, which currently operates 20 elementary schools, two middle schools (grades 6-8), two junior high schools (7-8), and two high schools (grades 9-12) (Figure 9-1). One of the 20 elementary schools, César Chávez Elementary opened for the 96-97 school year. Eighteen elementary schools serve grades K-6, and two elementary schools serve grades K-5. Sixteen of the elementary schools are in the Urban Area.

Of the remaining three elementary schools, one is in the Extraterritorial Zone and the other two are just outside the Extraterritorial Zone boundary. The district also operates kindergarten school for the deaf, special education programs, and a Bilingual Early Childhood Center. None of the schools operate on a year-round basis although several schools host summer school programs.

Enrollment

A total of 13,280 students were enrolled in the district's schools in fall 1995 (Table 9.5). Of these, 12,066 were enrolled in elementary, middle, junior high and high schools in the Urban Area and 1,214 were enrolled in elementary schools serving the Extraterritorial Zone (Tesuque, El Dorado, and Turquoise Trail elementary schools).

Capacity

Enrollment projections are established for all new school construction (Table 9.6). While many district schools are currently enrolled at or beyond original capacity, portable buildings have been added to school sites to accommodate additional students.

TABLE 9.5
SANTA FE PUBLIC SCHOOLS 1995-1996 ENROLLMENT BY SCHOOL

School	Total
ELEMENTARY SCHOOLS	
Acequia Madre	155
Agua Fria	679
Alvord	153
Atalaya	202
Carlos Gilbert	256
Chaparral	501
E. J. Martinez	453
El Dorado ¹	617
Gonzales	635
Kaune	295
Kearney	439
Larragoite	334
Nava	273
Piñon	608
Salazar	630
Sweeney	615
Tesuque ¹	140
Turquoise Trail ¹	466
Wood Gormley	324
Elementary Subtotal	7,775
MIDDLE SCHOOL	
Alameda	467
De Vargas	557
Capshaw	467
Ortiz ²	603
Middle/Junior Subtotal	2,094
HIGH SCHOOLS	
Capital ³	1,328
Santa Fe High	1,968
High Subtotal	3,296
OTHER ENROLLMENT	
SFPS/NMSD	25
Bilingual Early Childhood Center	90
Other Subtotal	115
GRAND TOTAL	13,280
¹ Tesuque elementary is located in the Extraterritorial Zone, and El Dorado and Turquoise Trail are located just outside the Extraterritorial Zone boundary but serve the area.	
² Includes 6th grade students	
³ Includes 7th and 8th grade students at Capital High School	
Source: Santa Fe School District, January 1996.	

**TABLE 9.6
FUTURE SCHOOL NEEDS**

Level of School	Increase in Enrollment by 2020	Enrollment Accommodated at Existing and Under Utilized Facilities	New Facilities Needed
Elementary	2,542	235	4-5
Middle	682	60	1
High	1,054	250	1
Total	4,278	545	6-7

Roughly half of the district's elementary schools are located within or close to Downtown, where enrollment expansion through the use of portable classrooms is not possible due to space constraints. On the southside, several elementary, one middle, and one high school are at or beyond capacity. Portable buildings cannot be added to these sites to accommodate additional enrollment, since all of the district's 112 portables are currently being used for this purpose. Additional portables would need to be purchased to accommodate higher enrollment.

9.4.2 FUTURE SCHOOL NEEDS

The entire school district service area may increase by 31,000 residents by year 2020 or a total population of approximately 126,000. Based on current enrollment ratios, this will result in an increase in enrollment in the Santa Fe School District by 2,542 elementary, 682 junior high, and 1,054 high school students. This translates into a need of approximately 5 new elementary, 1 junior high, and 1 high school (See Table 9.6). Locations of new elementary schools, middle schools, and a new high school are identified on Figure 9-1 (nine potential public school locations are identified in Figure 9-1); specific sites for these, as well as for the remaining schools needed will have to be identified in consultation with the school district. Sites are distributed considering availability of vacant land and the location of existing schools. Two new elementary schools are sited in the Tierra Contenta area.

As of 1995, the area served by the Santa Fe Public Schools had an approximate population of 95,000. School district enrollment figures for 1995-96 show a total of 13,280 K-12 students.

New Elementary Students = 2,542

$$\begin{aligned} 1995 & - 7,775 \div 95,000 = .082 \\ 2020 & - 31,000 \times .082 = 2,542 \end{aligned}$$

New Junior High/Middle School Students = 682

$$\begin{aligned} 1995 & - 2,094 \div 95,000 = .022 \\ 2020 & - 31,000 \times .022 = 682 \end{aligned}$$

New High School Students = 1,054

$$\begin{array}{rcl} 1995 & - & 3,296 \div 95,000 = .034 \\ 2020 & - & 31,000 \times .034 = 1,054 \end{array}$$

Sites for new public schools within the Urban Area are located in Tierra Contenta, the Northwest Sector, and south of the Villa Linda Mall between Cerrillos Road and Richards Avenue.

Ancillary and Service Program Space Needs

Enrollment projections provide only a partial picture of future space needs. In the last several years, the district has experienced significant demands on existing school facilities from ancillary and service program needs. These programs have supplanted regular classroom use, thus decreasing the number of classrooms available for regular use. Thus, while enrollment numbers have not increased dramatically, the number of available classrooms has decreased.

Special Needs Student Population Increase

The population of special needs students is increasing at a much higher rate than that of general students. The district expects the special needs students population to increase from 4.6 to 6.4 percent of the student population by the year 2005.

9.5 PARKS, RECREATION, AND OPEN SPACE

Park and recreation facilities serve an important role in maintaining the quality of life. Some parks provide opportunities for a broad range of activities such as hiking, mountain biking, and nature studies, while others are gathering places where neighborhood residents can relax, contemplate, and take in the beautiful views. Recreation facilities can range from athletic fields for soccer and baseball, tennis courts, and golf courses to tot-lots.

Whatever the level of service, facilities need to be accessible. In addition to the city's facilities, Santa Feans have access to the Santa Fe National Forest to the east, and state lands to the west, which provide plentiful opportunities for active recreation. Many traditional trails are being lost due to development. The county, however, has only two park facilities: Agua Fria Community Park, which has fallen into total disrepair, and the Santa Fe County Fair Complex and Rodeo Grounds. As a result, residents living in surrounding areas are forced to rely on the city's already limited park resources.

During the community meetings on the General Plan, residents frequently commented on the need for more neighborhood parks as well as recreation facilities, such as an ice skating rink, bike and walking paths, swimming pools, soccer fields, and even skateboarding ramps. Recent growth in the southwestern portion of the city has created a particularly strong need for more parks in this area. The city is developing a new Municipal Golf Course and Recreation Center, surrounding an inactive landfill that is expected to be completed by 2001. The Municipal Golf Course and Recreation Center will be approximately 1,290 acres in size and will include facilities for both passive and active recreation, meeting many community needs.

Policies in this document focus on providing a range of park facilities, such as small neighborhood parks; larger passive and active community parks, and additional recreational facilities, to serve residents in every neighborhood and of all ages. To meet current needs, as well as future demand, this document recommends increasing the amount of park land per person over the next 20 years.

9.5.1 PARK CLASSIFICATIONS

Regional Parks generally range from 50 to 100 or more acres in size. They serve the entire city and can support natural outdoor recreation, large-scale sports activities, golf courses, and any of the amenities otherwise found in smaller parks.

Community Parks are oriented toward active recreational activities. They are typically 20 to 50 acres in size and support amenities such as swimming pools, tennis courts, adult and youth organized sports, gymnasiums or recreation centers, and other elements typically found in smaller parks. The service area is about a 1.5-mile radius.

Neighborhood Parks are primarily for passive use, with some active areas, serving the needs of the immediate neighborhood. They are typically two to 19 acres in size and support neighborhood-oriented events with such amenities as picnic tables, shelters, grills, and basketball courts. They also accommodate other nonorganized sports activities. The service area is about a 0.5-mile radius.

Pocket Parks/Open Space Pockets are also primarily for passive use, serving limited populations. They are typically less than an acre in size. Pocket parks may contain amenities such as miniplaygrounds, picnic tables, benches, sculptural elements, fountains, and landscaping. Open space pockets provide small in-fill open space in developed areas and are used for informal recreation.

Special Use Parks are historic parks, interpretive or educational parks or trails, plazas or walkways serving the entire city.

Open Space Parks, serving the entire city, are primarily used for informal recreation, viewing, or contemplation. Open space parks may be minimally developed to allow for hiking, bicycling, interpretive or educational trails, or specialized outdoor sports. They also feature wildlife habitat.

Linear Parks are typically located along arroyos and riparian corridors and connect to other parks. They include open space and paths or trails for multiple uses.

Trails are for hiking, walking, bicycling, jogging, or horseback riding. They vary in size and some serve single neighborhoods while others serve the entire city.

Recreational Facilities support parks and recreational programs as well as provide for other city services. Recreational facilities consist of community recreation centers, swimming pools, and sports complexes. Facilities for recreational purposes serve residents within a 1.5-mile radius.

Open Space, in addition to parks, is designated in the General Plan to serve a variety of purposes ranging from biological conservation to buffers that provide a transition between urban uses and rural land

Open Space for Natural Resource Protection. These are the RPAs, where development is limited such as for riparian corridors, 100 year flood zones, escarpments, and steep slopes..

Open Space for Safety. These are areas where development may endanger public safety, such as areas with steep slopes (with slopes 30 percent or greater) or subject to flooding.

Corridor Protection. This classification is designed to provide a distinct urban edge and create a physical and visual separation between urban and rural areas. Permitted uses include agricultural operations compatible with surrounding urban uses, nurseries, parks and recreational open space, campgrounds, and cemeteries. Residential use is limited to one residence per existing legal parcel. Future Land Use (Figure 3-2) shows the location of the buffer around the areas proposed for development with urban uses.

Visual Open Space. These are areas under public and private ownership where development is not expected over at least the next two decades.

9.5.2 PARKS INVENTORY

Existing Facilities

The city's Department of Parks and Recreation currently maintains about 1,040 acres of park land and open space, excluding small greenways and landscaped medians. This acreage includes 816 acres of developed parkland and 127 acres of undeveloped parkland. There are 3 community parks, 23 neighborhood parks, 7 special use parks, 13 pocket parks, 5 open space pockets, and 7 open space parks. Based on the 1994 population of 62,512, the city provides approximately 17 acres per 1,000 residents for developed community and neighborhood parks. Most parks are heavily used by all central county residents.

These parks are classified primarily by size, but location and function are also considered. As a result, several parks are classified as community parks even though they are less than ten acres in size, such as Herb Martinez, La Resolana, Larrogoite, and Monica Lucero parks. Such classifications give the impression that Santa Fe has a large number of community parks for a city of its size. In reality, small park facilities dominate and larger community and regional parks are lacking.

Thirteen of the city's 58 parks are undeveloped, totaling almost 127 acres. Many of these undeveloped parks have come to the city primarily through the park dedication requirements and are located in recently developed areas in the south and west, with some in the extreme north. Although these parks are located in areas of high demand, many are inside subdivisions and are not perceptually accessible to the general public.

In addition to parks, the city has developed 2.2 miles of trail along the Arroyo Chamiso and plans to expand the trail in the future. Other undocumented trails exist along the trail drainage ways, and there are primitive trails in the foothills. The overall continuity of the trail system, however, is weak and requires extensive land acquisition and planning. Feasibility studies are

currently underway for future trail development projects, including the Santa Fe River Trail and the Santa Fe Rail Trail.

Existing park and recreation facilities are inventoried in Table 9.7; the existing and proposed facilities are depicted in Figure 9-2.

Major facilities under development include:

- **Municipal Golf Course and Recreation Area.** This 1,290-acre recreation area (490 acres are developed) will help fulfill the large demand for golfing and recreational facilities for city as well as county residents. Recreation opportunities will include active and leisure sports, outdoor activities, unstructured as well as organized play, and activities for all ages, groups, and individuals. Specific uses will include golfing, softball, baseball, rugby, soccer, basketball, volleyball, and tennis; picnicking and special events; and walking, hiking, running, and biking. This facility is envisioned to primarily function as an adult facility. This assumes that the adult population is more mobile than the city's youth. This would also allow a portion of the neighborhood parks to be returned to neighborhood status instead of being forced into community park use. The recreation area will also include the county landfill administrative complex, county Sheriff's Department training facility, and a public works facility. The recreation area has been designed to irrigate the golf course and playing fields with gray water, which will be cost effective and will conserve scarce water resources. Construction of Phase I, which includes the golf course (the soccer/basketball/volleyball/tennis complex) and softball fields, was completed in the spring of 1998. Construction of phases II through IV is proceeding.

Santa Fe River Park. The *Santa Fe River Corridor Master Plan* is a comprehensive plan to develop a system connecting public parks and natural preserves along the Santa Fe River corridor from Two-Mile dam to La Cienega. The plan includes a continuous off-street bicycle and pedestrian trail and linear park along the river from Monsignor Patrick Smith Park on East Alameda to Frenchy's Field on Agua Fria Street and beyond. The plan also includes restoration of the river ecology, where appropriate, which would provide a thriving habitat for wildlife, plants and fish. River restoration would require recirculating water into the river and would require further analysis of gray water availability and flood control. On November 30, 1995, the City Council allocated \$2.1 million to begin implementing the master plan.

TABLE 9.7
PARK INVENTORY, 1995

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		
		Existing Facility	Under Acquisition/ Development	Total
COMMUNITY PARKS				
Fort Marcy/Mager’s Field Complex	1937/80	27.0	--	
Gen. Franklin E. Miles/Nat. Guard	1966	27.9	--	
Ragle	1968/76	40.8	--	
Total Community Parks		95.7	--	95.7
NEIGHBORHOOD PARKS				
Ashbaugh	1956	15.0	--	
Alto/Bicentennial Park	1966/73	19.1	--	
Herb Martinez (Carlos Rey)	1960/61/66	6.8	--	
Larragoite	1969	9.4	--	
Monica Lucero (Vista del Sol)	1969	7.3	--	
Salvador Perez	1956/64	14.2	--	
Villa Linda	1984	11.3	--	
Santa Fe Estates	--	--	19.4	
Amelia E. White	1966	3.0	--	
Atalaya (leased school land)	--	4.3	--	
Calle Lorca (Southridge)	1976	3.0	--	
La Resolana (Carlos Rey)	1960/61/66	2.7	--	
Msr. Patrick Smith (Canyon Road)	1966	4.5	--	
Torreón	1976	4.3	--	
Candelero	1979/81	2.2	--	
Marc Brandt (Siringo Road)	1961	4.8	--	
Las Acequias	1984	5.1	--	
Calle Alvarado (De Vargas Hts S)	1978	--	4.8	
La Villa Serena	1979	--	2.1	
Villa Caballero	1981	--	4.8	
Rio Vista		--	4.4	
Las Estancias	1966	--	7.8	
South Meadows	1983	--	4.5	
Total Neighborhood Parks		117	47.8	164.8
SPECIAL USE PARKS				
Cathedral (Leased from State of N.M.)		1.0	--	
De Vargas (W&E) (Sun and Moon)	1912	2.9	--	
Prince Park (Old Fort Marcy)	1969	10.1	--	
Plaza	1912	1.0	--	
Santa Fe River (W&E)	1912	19.0	--	
Peralta (Grant Park)		0.2	--	
Commemorative Walkway		0.3	--	
Total Special Use Parks			--	34.5

TABLE 9.7
PARK INVENTORY, 1995 (Continued)

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		Total
		Existing Facility	Under Acquisition/ Development	
POCKET PARKS				
Tom Macaione (Hillside)	1912	0.3	--	
Santa Fe Riverside (Boy’s Club)	1912	0.5	--	
Rancho Siringo	1960	--	0.5	
Canada Gardens	1980	--	0.4	
Sunnyslope Meadows	1954	--	0.3	
Young Park	1937	1.0	--	
Cornell (Rose Garden)	1935	1.8	--	
Gregory Lopez (Casa Alegre)	1951	1.7	--	
John F. Griego (Barrio La Canada)	1959	1.1	--	
“Vietnam Veterans”				
Cerro Gordo (Adam Armijo)	1968	1.8	--	
Orlando Fernandez (Pueblo Park)		1.1	--	
Maclovía	1954	--	1.3	
Zia Vista	1984	--	1.9	
Total Pocket Parks		9.3	4.4	13.7
OPEN SPACE POCKETS				
Estancia Primera	1981	3.5	--	
Las Americas	1982	0.5	--	
Pueblos del Sol	1992	9.0	--	
Arroyo Paraisos	1974	17.1	--	
Tierra Escondida Subdivision		0.5	--	
Total Open Space Pockets		30.6	--	30.6
OPEN SPACE PARKS				
Frenchys Field	1987	15.8	--	
Frank Ortiz (Solana)		10.5		
Sierra Del Norte Subdivision		59.1	--	
Sun Mountain		235.0	--	
Talaya Hill		230.0	--	
Hyde Park Road		90.0	--	
Cerro Gordo Road		--	75.0	
Total Open Space Parks		624.6	75.0	699.6
TOTAL PARKLAND				1038.9
TRAILS				
Arroyo Chamiso Urban Trail		2.2 miles	--	
Atalaya Wilderness Trail		--	2.7 miles	

TABLE 9.7
PARK INVENTORY, 1995 (Continued)

Park Name (Park Alias)	Acquisition Year	Size (in gross acres)		
		Existing Facility	Under Acquisition/ Development	Total
PARK AND RECREATION FACILITIES				
Salvador Perez Pool				
Alto/Bicentennial Pool				
Tino Griego Pool (City Facility on Santa Fe Public Schools Land)				
Fort Marcy/Mager's Field Complex				
Dr. Richard Angle Tennis Courts				
Chamiso Tennis				
Monica Roybal Center				
Galisteo Tennis Courts				
Source: City of Santa Fe and <i>Draft Parks, Recreation and Open Space Master Plan</i> , June 1995.				

9.5.3 CURRENT PLANS

Although this document establishes the overall framework for providing park and recreation facilities, the city maintains a *Parks, Recreation, and Open Space Master Plan* for more detailed planning and implementation. The plan was last adopted in 1987 and is currently being updated. Completion of this master plan may follow adoption of the General Plan. It will include development standards for all park classifications as well as a comprehensive strategy for planning and programming, management, acquisition, funding, and financing for park, recreation, and other open spaces within the city.

Photographs

9.5.4 STANDARDS

This document maintains the city's standards for community and neighborhood parks at 5.0 acres per 1,000 residents. Standards for park size and service radii are outlined in Table 9.8.

TABLE 9.8 CITY OF SANTA FE PARK STANDARDS			
Facility	Standard (per 1,000 residents)	Typical Size	Service Area
Regional Parks	—	50-100+ acres	City
Community Parks	5 acres (combined for Neighborhood and Community Parks)	20-50 acres	1.5 mile radius
Neighborhood Parks	(see Community Parks standard)	2-19 acres	0.5 mile radius
Pocket Parks/ Open Space Pockets	—	Less than 2 acres	--
Open Space Parks	—	Varies	City
Trails and Linear Parks (pedestrian, bicycle, and bridle)	—	Varies	Neighborhood and City
Note: Standards are for net usable recreation area (that is, exclusive of arroyos, flood plains, and other rights-of-way)			

9.5.5 FUTURE NEEDS AND PARKLAND PROVISION

During the public scoping meetings for the General Plan and the public input meetings for the *Parks, Recreation and Open Space Master Plan*, residents expressed many of the same priorities for providing adequate facilities for the community. Residents encouraged the city to provide easily accessible parks, particularly in the southern part of the city and on the northern side of Arroyo Chamiso Trail near Richards Avenue. Residents also wanted more recreation facilities, such as an ice skating rink, an Olympic-size swimming pool, soccer fields, bike paths, and trails.

The need for future parks in the Urban Area is determined by applying distribution standards to the expected population increase at buildout of the General Plan. Table 9.9 summarizes the demand for additional parkland that would result. Table 9.8 shows the classification and primary service areas of existing parks.

TABLE 9.9
COMMUNITY AND NEIGHBORHOOD PARK NEEDS

Facility	Acres Needed at Buildout ¹	Existing Acreage	Additional Acreage Needed	No. of Parks Needed
Community Parks	254	96	158	6
Neighborhood Parks	381	177	204	22
Note: Based on a buildout Planning Area population of 127,000				
Source: Blayne Dyett				

Regional Parks

No specific standards for per capita needs are established in the General Plan. A large regional park is currently being constructed to the west of the city on BLM lands (see Section 9.5.2 Municipal Golf Course and Recreation Area). This contains a municipal golf course and softball, soccer, and baseball fields, which will help relieve the overuse of the current recreational facilities. This document proposes two additional regional parks, to be located in the northern and southern portions of the city.

Community and Neighborhood Parks

Six new community parks with an average size of 30 acres will be needed to serve future residents in Santa Fe. One community park will be located in the Northwest Sector, and the others will be located in the southeastern and southwestern sectors. There will be a need for 22 new neighborhood parks. These community and neighborhood parks are shown on Future Land Use (Figure 3-2). They are located to maximize residents' accessibility to them.

Pocket Parks/Open Space Pockets

With an average size of less than two acres, these parks are too small to be shown on Future Land Use (Figure 3-2). They will be shown, however, in the master plans prepared for new neighborhoods in the city.

Opportunities to provide neighborhood parks in many existing neighborhoods are limited because they are built-out. Future Land Use (Figure 3-2) depicts neighborhood parks in areas where sites are available. In other existing neighborhoods deficient in parks, pocket or miniparks may be appropriate; these are not shown on Figure 3-2.

Linear Parks/Trails

Linear parks and trails will be proposed along all major riparian corridors to form a necklace of open space. Trails will be provided along some of the linear parks for activities such as hiking, walking, bicycling, jogging, and horseback riding. Detailed planning of linear parks and trails is to be done as part of the revision of the *Parks, Recreation, and Open Space Plan*.

9.6 FIRE AND POLICE PROTECTION

9.6.1 FIRE PROTECTION

The Santa Fe Fire Department provides a variety of essential emergency services and prevention programs to city residents. The Fire Department is comprised of two divisions: Field Services, and Support Services.

1. The Field Services Division delivers all the services which are directly provided to the public. Included are ambulance service, fire suppression, rescue, fire cause investigation, arson investigations, code enforcement, public education, and response to hazardous material incidents.
2. The Support Service Division is responsible for those functions that support the Department's delivery of services. Included are training, fleet management, facilities management, emergency preparedness planning, and operation of the city's 911 Center.

Hazardous Materials

The Fire Department's Hazardous Material Incident Response Team is responsible for controlling releases of hazardous materials, but generally it does not take possession of materials due to the substantial financial liabilities. The Fire Department has been involved in the development of draft environmental regulations for hazardous materials and may have a role in enforcing these regulations following adoption. The team's level of training and equipment will need to be maintained in the future, but no expansion is anticipated.

Emergency Management

The Fire Department has an "all hazards" plan for the region that includes evacuation and shelter provisions. This plan requires continuous updating and exercising, and, to this end, the city and county, along with Federal Emergency Management Agency, have created a regional emergency preparedness coordinators position. These departments will update the "all hazards" plan based on the General Plan update to better anticipate growth and plan future stations and services accordingly.

Fire Stations

The Fire Department currently delivers emergency service from four primary fire stations. A fifth fire station, housing an engine and a paramedic unit has been developed and became operational in mid-1998. The new station is located near the intersection of Rodeo Road and Richards Avenue. The city's current station at Cerrillos and Airport Road will need to be relocated in the future to better meet the changing needs on the city's southside. In addition, the city has unstaffed stations on West Alameda and at Siler Road. The Siler Road station serves as a service and training facility. In the event of a major fire, on-call personnel can be altered to staff one or both of these stations. The current station locations and equipment have been in place for nearly 20 years.

The unincorporated areas adjoining the city are within active county fire districts. The county operates five volunteer fire districts in the Extraterritorial Zone. The city has entered into a

working joint powers agreement with the county for both fire protection and emergency medical services. The city provides Advanced Life Support to all area County Fire Districts; to Agua Fria, La Cienega, and Tesuque for all medical calls, and to Arroyo Hondo, El Dorado, Turquoise Trail, and Pojoaque when requested for critically ill or injured patients. The city also protects the areas to the east, including Hyde State Park, Santa Fe National Forest, Hyde Park Estates, and the Summit. Figure 9-3 shows the location of the city's and the county's Extraterritorial Zone fire stations, the emergency response regions for each of these stations, and the need for new stations.

Emergency Services System Performance and Response Time

During 1995 the Fire Department responded to more than 7,000 emergency medical calls, 50 structural fires, almost 1,000 other fire-related calls, and several releases of hazardous chemicals. Recent surveys of emergency response capabilities within the city show an average response time of seven minutes. This was calculated from the time of the 911 call reception until the arrival of the first Fire Department unit on the scene. The Fire Department is modeling travel time on the city's Geographic Information System in order to define specific response areas and identify gaps in coverage. The city's Insurance Services Office rating is currently a 4, which is considered good. The response time for the volunteer fire stations in the Extraterritorial Zone averages from 5 to 15 minutes.

Staffing

The Fire Department is a predominately career department with the majority of services being directly provided by the Department's career paramedics, firefighters, and inspectors. Volunteer firefighters provide limited supplemental staffing at structural fires. The Fire Department maintains a minimum of 23 on-duty personnel. In addition, the Department has 5-10 volunteer and 14 call-back firefighters. On-duty staffing allows the Department to operate four engines (three persons each), four paramedic units (two persons each), one rescue unit (two persons), and one shift commander. Looking ahead, the Fire Department would like to achieve between 1.5 to 2.0 firefighters per 1,000 of population served.

Future Needs

The existing facilities, staffing, and equipment are now only marginally adequate based on population served, travel distance, and call volume. Current plans call for constructing a fifth fire station to better serve the city's southside. There will be a need for an additional station in the south/southwest and probably in the northwest; the determination of the needs and locations of future fire stations will be based upon modeling to be performed by city staff. Presently, in the Extraterritorial Zone, there is one new fire station being planned, which will be located in the Agua Fria fire district.

Photographs

As development extends into mountainous terrain, several challenges have been created for fire protection. Access during severe weather can be difficult or impossible. Also, this wild land/urban interface mixes the demands of wild land fire fighting with structural fire fighting. The two types of fire fighting require very different techniques and equipment. Older, more traditional neighborhoods, also can make access problematic due to narrow streets. This problem is compounded when a lack of off-street parking forces residents to park on these narrow streets.

In order to maintain the current level of prevention activities, the Fire Department will need to increase its staff of inspectors based on the number of new structures, population, and the demand for Certificates of Occupancy.

As the number of personnel on staff grows, the need for adequate training facilities and staff will also increase. The city's current training center is in an excellent location but is outdated and needs replacement. An initial upgrade of the facilities is slated for the summer of 1997. In addition, the Fire Department's apparatus repair area will need to be substantially upgraded to facilitate the maintenance of a larger fleet.

9.6.2 POLICE PROTECTION

The city's changing demographics and the number of visitors pose significant challenges to policing. Recognizing the rapidity of change occurring around us, it is incumbent upon the community to develop a police agency which has the flexibility and adaptability to respond when necessary and to anticipate, where possible, the needs of the community.

This requires collaboration between the police, other city agencies, the school system, and the public. As part of the concept of "community policing," the city has also taken steps to establish neighborhood substations.

Neighborhood Substations

Several neighborhood substations have been established. These substations will make it easier and more convenient for the public to take care of their policing needs. The substation locations are reviewed periodically to ensure they are situated in the most advantageous areas and will receive the greatest possible community use. Currently substation locations include the Main Library downtown, new Siringo Road Administrative Complex, City Hall, West Alameda, and Frenchy's Park. The Police Department is evaluating sites for other substations such as the Plaza Entrada and the Railyard property.

Other Programs

In addition to the neighborhood substations, the city has established many other programs to strengthen policing and foster closer ties between law enforcement and the community. These include:

1. **Americorp-Enterprise Program.** Community volunteers and the Police Department work hand-in-hand to determine neighborhood needs and develop programs to address

those needs. In addition, volunteers are available to assist the department and victims of crime by making repairs or securing property that has been damaged as a result of crime.

2. **School Resource Officer Program.** A juvenile unit and gang unit have been created to address current concerns, including truancy and violence. Officers are assigned to the high schools with the agreement and cooperation of the schools.
3. **Advisory Boards and Committees.** Recognizing the need for greater community involvement in the area of policing, the Santa Fe Police Department has named an advisory committee to work with the Community Relations Unit to examine needs of diverse neighborhoods and begin to work toward cooperative goals to enhance the quality of life and ensure the safety of Santa Fe residents.
4. **Citizen Police Academy.** A program in which members of the community and law enforcement are taught methods for crime reduction; collaboration would occur to solve community problems.
5. **Explorer Program.** A program that is being developed in which teens and young adults learn about policing and responsibility in the community.
6. **Safe Haven and Eyes Against Crime.** This program is in the infant stages and will assist in crime prevention and cooperation with the community.

9.7 NEIGHBORHOOD AND COMMUNITY PLANNING

In the late 1960s, groups of neighbors started to come together as “neighborhood associations,” with distinct neighborhood boundaries. These groups formed to discuss the common issues and ideas that concerned people living alongside each other.

In 1980, the Neighborhood Planning Policy was adopted. This policy outlined criteria by which neighborhood associations could be recognized by the city. The policy established:

- Notification procedures regarding proposed developments,
- The process for recognition of neighborhood associations, and
- The process for creation of a neighborhood plan.

The 1983 City General Plan listed and mapped the boundaries of 20 Neighborhood Associations, eleven of which were formally recognized. A few additional associations have been formally recognized since that time. Many other groups, although not formally recognized, are registered on a contact list of residential associations maintained by the Planning Division. Currently the list contains over 100 registered associations. There are approximately 45 neighborhood groups, 55 homeowners and subdivision groups, and other types of residential associations as well.

In August 1989, the City Council passed a resolution amending the Neighborhood plan section of the 1983 General plan to “encourage neighborhood groups to prepare neighborhood plans and to clarify and identify the various elements of planning documents.”

This document envisions new processes for both community and neighborhood-level planning. It proposes development of a program to allow neighborhood conservation districts to be developed to provide specific design guidelines and standards for the conservation and enhancement of neighborhoods. This document also calls for the development of Community Area Plans, which will provide greater planning detail for Santa Fe's neighborhood communities' needs, including land use, zoning and infill development issues. This document allows for neighborhood statements or improvement plans to be completed for smaller neighborhood areas in order to address specific issues.

Existing neighborhood boundaries, plans, and statements of concern may be used as the base for new neighborhood improvement plans, districts, community area plans, or neighborhood statements. All existing plans will need to be updated. All neighborhood and community plans will have authority only upon adoption by the City Council and must be consistent with the General Plan.

This document also calls for enhanced citizen input and participation in the development review process through revisions to the land use code, and the creation of informational materials explaining the overall planning process.

9.7.1 NEIGHBORHOOD CONSERVATION DISTRICTS

This document recommends the development of a process for creating neighborhood conservation districts (see Table 9.10). A neighborhood conservation district is an overlay zone that is developed through analysis of the issues in an area and recognition of the qualities that may need to be protected or enhanced through an overlay of regulatory restrictions or allowances. This kind of district would be effective for neighborhood groups that are concerned about changes in community character and the effect that infill and increased urban density may have on their neighborhood. These overlay districts have considerable regulatory power, but also require considerable community consensus and planning effort to develop and implement.

The neighborhood conservation districts do not change the underlying zoning, rather they develop a set of regulations that overlie the base zoning. These regulations are developed to address the specific needs of the neighborhood and to govern such aspects as building height, bulk and massing, lot area requirements and the uses of land. The neighborhood conservation district regulations supersede existing land use regulations and may be either more or less restrictive.

Community consensus is required for the initiation of a neighborhood conservation district. Property owners and residents would then work together to create the plan. Agreement of the majority of the property owners in the area and approval of the governing body are required for adoption of the plan for a neighborhood conservation district. The Districts would be highlighted on the zoning map and would refer the reader to the District document. The neighborhood conservation district document contains the specific overlying regulations. It also acts as a reference document and a description of the neighborhood's future character for consideration when making decisions regarding the neighborhood.

**TABLE 9.10
NEIGHBORHOOD AND COMMUNITY PLANNING**

Type of Subarea Plan	Scale of Subarea Plan	Purpose of Subarea Planning	Involvement of Citizens/ NAs in Subarea Planning
Neighborhood Conservation Districts	Neighborhood District A neighborhood, or a portion of a neighborhood, that wishes to conserve aspects of their common physical, cultural and/or social charter.	<ol style="list-style-type: none"> 1) The Neighborhood Conservation District becomes a zoning overlay district. 2) These districts do not change the underlying zoning. 3) These regulations govern aspects such as building heights, the uses of land and structures, etc. They supersede some land use regulations and may be either more or less restrictive. 	<ol style="list-style-type: none"> 1) Neighborhood Conservation Districts are initiated by citizens with approval of a majority of neighbors and the governing body. 2) Citizens may work with city staff to develop the Neighborhood Conservation District plan. 3) Requires strong commitment from the neighborhood. 4) The Neighborhood Conservation District plan must be approved by a majority of the residents/owners in the district and by the governing body.
Community Area Plans	Community Planning Area Larger than a neighborhood, containing a few to several entire neighborhoods.	<ol style="list-style-type: none"> 1) Details and guidelines for social, economic, and land use development in the community planning area. 2) The plan must include an implementation component. 3) The Community Area Plan must be consistent with the General Plan. 4) The plan may suggest changes to city policy or ordinances. 5) The Community Area Plan must be adopted by the governing body. 	<ol style="list-style-type: none"> 1) Community planning areas are defined by the city with input from public. 2) All citizens in an area are involved in initial idea development and later review of the Community Area Plan through public meetings and workshops. 3) A broad-based citizen team is closely involved with staff in developing the Community Area Plans, through research, writing, and review stages, and approval by the governing body.
Neighborhood Statements or Neighborhood Improvement Plans	Neighborhood Area defined by boundaries of a Neighborhood or Association.	<ol style="list-style-type: none"> 1) The Neighborhood Statement expresses the concerns, interests, and proposed actions of a specific neighborhood. 2) The Improvement Plan will contain an assessment of the physical improvement needs of the neighborhood. 3) Both may be included as a component of the Community Area Plan and adopted by the governing body. 	<ol style="list-style-type: none"> 1) Neighborhoods are defined by neighborhoods groups with approval of the city. 2) Neighborhood members create the Neighborhood Statement or Improvement Plan with help from city staff.

9.7.2 COMMUNITY AREA PLANS

This document calls for the development of a program for creating long-range detailed plans for community areas throughout the city. The preparation of these Community Area Plans will be an essential part of implementing the General Plan (see Table 9.10). Community Area Plans provide more detailed land use information for specific areas of the city and serve as a framework for evaluating subdivisions, site plans, or current planning proposals.

Neighborhoods have completed plans in the past that have not been adopted or acted upon by the city. In order to arrive at implementable solutions to community problems, the neighborhoods and city staff must work together to address issues at the community level. Community Area Plans will be based on the General Plan, and will be consistent with the plan, providing greater detail and specific policies for the area. Community Area Plans will be done for community planning areas, which will consist of a cluster of neighborhoods and adjacent areas not covered by neighborhood associations. The planning area will be defined through collaboration of citizens, city staff, and officials. The focus of the planning will be on arriving at solutions that reflect community needs and that will be implementable. These plans will look at system issues—traffic congestion, community service provision, impacts of development, affordable housing—on a community and citywide scale. Site specific issues—local streetscapes, potential infill sites, parking problems, crime and safety issues, and pocket parks—will be addressed on a neighborhood scale. Existing neighborhood plans and other applicable policy and plan statements—such as open space, bike trail, urban design, and historic preservation plans—will be reviewed and their ideas evaluated according to current concerns and the General Plan.

Community area planning is the means by which we as a community will be able to evaluate the advantages to infill and neighborhood centers. Through this process, neighborhoods and the city can work together to resolve the tangible trade-off of decreasing sprawl and traffic congestion by increasing density within the Urban Area. With education, evaluation, and discussion, neighbors may better understand the benefits to the neighborhoods and to the community-at-large. Implementing an infill policy will be positive for Santa Fe when: (1) infill effectively works as a trade-off for sprawl; (2) neighborhood and community-wide open space needs are addressed; (3) there is meaningful neighborhood participation; and (4) the resultant infill developments are site sensitive and respect the character of existing neighborhoods. Along with identifying potential infill sites in existing neighborhoods, the city should work with the community to determine overall needs in terms of open space and parks, infrastructure, traffic and circulation, schools, libraries, community, daycare and senior centers.

The community area planning process will be used to locate and design compatible infill in established neighborhoods. Working with neighborhoods to develop Community Area Plans, vacant parcels can be identified and evaluated for their appropriateness for infill development, open space or other appropriate uses.

During development of the community area planning program, the city will look at the neighborhood association process to determine if changes in the process should be made. These changes may include encouraging associations to consistently notify and involve a high percentage of the residents within their area to ensure that equitable representation is

attained. All existing residential groups, however whether formally recognized or not, will be clearly defined within each community planning area and will be included in the planning process.

9.7.3 NEIGHBORHOOD STATEMENTS AND IMPROVEMENT PLANS

Neighborhood associations will be encouraged to develop neighborhood statements and neighborhood improvement plans. Associations will be responsible for creating an organizing committee, setting tentative planning area boundaries, preparing a work plan, budget and schedule. The city will provide technical support as needed. The city will develop an outreach program to assist neighborhoods in initiating neighborhood plans. The city will also encourage neighborhood groups to join together to create a limited number of planning bodies that are truly representative of their members and that can gain the support of local groups. The city will maintain effective communication with neighborhood associations so that the resulting plans are consistent with the Community Area Plans.

The Neighborhood Statement is intended to allow some neighborhood individuality within each Community Area Plan and to address topics that are of concern to the neighborhood but are not General Plan topics. This could take the form of a brief one page statement, a map of the neighborhood, and neighborhood vision and issues, or it could be a more complex listing of the specific guiding and implementing policies of each neighborhood.

Neighborhood Improvement Plans outline the specific needs of the neighborhood for such things as infrastructure and services. They may propose actions to be undertaken by the city, by other community entities, and by neighborhood citizens and the neighborhood association itself to address specific neighborhood improvements.

9.7.4 COMMUNITY INVOLVEMENT IN DEVELOPMENT REVIEW

This document supports the enhancement of the development review process to better facilitate community involvement and encourage public input on development proposals. The Early Neighborhood Notification Ordinance was adopted as part of the Santa Fe City Code (Chapter 14) in 1999 to improve the process for public notification, early involvement of the public with project applicants and staff and public input throughout the review process. The General Plan also proposes development of a Public Participation Handbook that will explain the development review process and the stages and methods for public input.

IMPLEMENTING POLICIES

9-1 AFFORDABLE HOUSING

Regulation

- 9-1-I-1 Consolidate in concise and easily-understood written form and make available to the public, in a single central location, all information regarding building and development codes, procedures, processes, standards, regulations, and ordinances.
- 9-1-I-2 Develop a comprehensive step-by-step guide to city fees and other levied costs. Analyze and carefully consider the cost impact on affordable housing

prior to the adoption of any ordinance regarding development review requirements. Work with local developers as they attempt to streamline the development review process to create cost savings in new housing development.

Both the Hume and the Howell Studies commissioned by the city offer ways of economizing the process. This would include elimination of multiple hearings and multiple reviews and require an increase in the quality of submittals.

- 9-1-I-3 Encourage utility companies (within the constraints imposed by the Public Service Commission) to not charge for off-site extension costs for projects meeting affordable housing criteria. Encourage the use of efficient utility trenching to minimize costs, keeping in mind safety issues. Encourage flexibility of sewerline locations.
- 9-1-I-4 Review for internal consistency all new and existing rules and regulations, ordinances, and policies to ensure they meet goals of the city's General Plan. Investigate the use of a unified zoning and subdivision ordinance.
- 9-1-I-5 Adopt codes for alternative building technologies, such as rammed earth, straw bale, pumicecrete, and preformed insulating building units. Redesign street standards in accordance with the Visual Preference Survey. Create an affordable housing incentives program.
- This affordable housing incentive program would contain such features as fast track processing, flexible performance zoning, setbacks, footage requirement reductions and use of modified street, sidewalks, gutter and drainage system requirements.*
- 9-1-I-6 Appoint a housing ombudsman to assist with the development review process for affordable developments.
- The ombudsman would serve as an intermediary between the developer and the staff to resolve problems as quickly as possible.*
- Existing staff members could be assigned the responsibility of expediting projects satisfying the criteria for affordable housing or the entire development team could have the responsibility for expediting the project.*
- 9-1-I-7 An inclusionary zoning ordinance would set minimum affordability criteria on any new developments. The developer would have the option of providing a percentage of affordable units on-site, off-site, or making a contribution in lieu of actual units.
- Both the percentage of units and the contribution will be determined by a linkage system based on the need for affordable housing produced from high-end housing. The contributions would be put into the Housing Trust Fund.*

Financing

- 9-1-I-8 Develop and obtain financial resources to assist with low interest loans, loan guarantees, down payment assistance, predevelopment funds, investment funds, rental assistance, soft-second mortgages, shared-appreciation

mortgages, or other financial assistance. Initiate an investment fund for community development projects funded from Tierra Contenta land sales. Pursue every available federal financial source of funds for use by the city and the Affordable Housing Roundtable for affordable housing initiatives. Expand negotiations with lenders to maximize existing affordable loan programs and start new ones. Broaden the use of bonding authority specifically for affordable housing.

- 9-1-I-9 Increase funding for the Housing Trust Fund with permanent revenue sources from transfer taxes and developer contributions. Lobby the state and federal governments for a progressive income and property tax structure. Work with developers of low/moderate income multifamily housing who can take advantage of the Low-Income Housing Tax Credit program. Investigate tax increment financing for affordable housing programs. Lobby the state legislature to enact a special tax on high-end housing upon each transfer of ownership.

The proceeds from the tax would go to the Housing Trust Fund.

- 9-1-I-10 Aggressively seek financing sources for infrastructure improvements to the city-owned land which are appropriate for affordable housing. Expand efforts to waive or reduce permit and impact fees for affordable houses.

If the city should continue to share in the costs of providing off-site infrastructure, the city and developers should enter into contractual agreements to ensure that cost savings are passed through to the consumers. The city's participation in the cost of off-site facilities would be predicated on the provision of affordable housing.

- 9-1-I-11 Promote the siting of manufactured housing in all areas of the city, provided that it meets appropriate design standards. Promote and enforce the development of granny flats for long-term rental, not vacation use.

- 9-1-I-12 Adopt a policy of providing city-owned land for affordable housing sites for eligible persons, families, and households as defined under the city's affordable housing program. Adopt an "affordable housing land-banking program." Consider trading easily-developed city-owned land which is inappropriate for affordable housing for undeveloped land which would be appropriate for this purpose in the future. Expand mechanisms such as ground leases and shared-equity strategies in providing affordable housing opportunities on city-owned land. Investigate whether other publicly-owned land within or adjacent to the city limits might be available for the provision of affordable housing. Consider exchanging city-owned land, which has infrastructure or topographic constraints that make it inappropriate for affordable housing, for already-developed and improved parcels of land which are suitable for this use. Provide infrastructure for land on which low-moderate income housing will be built. For projects meeting affordable housing criteria, permit a density bonus compatible with terrain management regulations and supported by city services.

Administration / Management

- 9-1-I-13 Build on capabilities of existing builders and nonprofit groups by looking for ways to expand their organizational, financial, and technical capacity. Provide funding for some of the nonprofit agencies' staff costs. Encourage developers to initiate assisted housing projects or to allocate a portion of their planned unsubsidized developments for assisted housing.
- 9-1-I-14 Develop and encourage sweat equity programs. Encourage house sharing/matching. Allow for and sanction group homes. Provide for weatherization repair. Create a homesteading program. Allow for housing cooperatives. Promote housing rehabilitation for both owner and rental housing.
- 9-1-I-15 Look for ways to preserve low-income rental apartments at risk of being converted to market rate rents. Support and construct transitional housing facilities throughout the city.
- 9-1-I-16 Play an active role in helping change attitudes regarding the perceived negative impact of high-density housing on social and economic values. Serve as research support and advocate for all agents involved in working to create affordable housing.
- 9-1-I-17 Proceed to identify factors affecting housing costs: land use controls, building codes, infrastructure/community services, tax exempt/tax credit financing, syndication, interest rates, loan costs, construction costs, profit motive, etc.
- 9-1-I-18 Identify and target low/moderate income groups excluded from market-rate housing. Develop informational and instructional material for families in need of housing.
- 9-1-I-19 Assist in providing construction training programs for people who want to build their homes. Expand home buyer training programs. Encourage education forums for cost-saving, innovative home-building technologies.
- 9-1-I-20 Support all initiatives under federal fair housing requirements. Oversee the biannual update of housing needs and data.
- 9-1-I-21 Design and construct a housing database that will provide a mechanism to monitor the local housing situation and develop a system to make decisions relative to housing strategies.
- The housing database should contain information on the condition, location, vacancy rate, and both market supply and demand conditions of the housing stock. Specific data on building rates, construction supply rates, number and type of subsidized units, and available resources should be provided as part of the overall package.*
- 9-1-I-22 Award density bonuses when projects include a set percentage of affordable housing units.
- 9-1-I-23 Create programs to provide development incentives, such as fee reductions; guaranteed, fast-tracking of permit applications; density bonuses; and

assistance programs such as CIP funds for infrastructure redevelopment or assistance with off-site development costs.

9-2 ECONOMIC DEVELOPMENT

Economic Diversification

- 9-2-I-1 Maintain a balanced land use inventory with sufficient land for a wide selection of commercial and industrial sites in appropriate locations throughout the Urban Area.
- 9-2-I-2 Create partnerships to share information, improve communications and connections between groups, and, ultimately, increase opportunities for technology transfer.
- 9-2-I-3 As part of the city's *Economic Development Plan*, outline a program to promote export of Santa Fe's arts and crafts, holistic health practitioners, fashions, jewelry, publishing, and home furnishings in conjunction with tourism marketing.
- Use of the lodgers tax revenue is limited, but the "Santa Fe style," as exemplified in the arts, fashion and furnishings, is a big attraction for tourists; therefore, there is a natural connection in promoting these industries jointly.*
- 9-2-I-4 Identify specific sites for target industries from among the sites for industrial, commercial, and business park uses shown on Future Land Use (Figure 3-2). Develop these as ready-to-go sites complete with infrastructure and all the necessary approvals, or with built structures sized and configured to target desired tenants, such as those that could help diversity the economy.
- The study could identify the best configuration of space, amenities needed, and affordable price among target industries. The industrial sites in the airport area and in Tierra Contenta would be good candidates for this. The city can use the existing studies to identify targeted industries. Special attention could be given to businesses that graduate from the incubator stage or need to expand from the owner's home (see additional policies below).*
- 9-2-I-5 Reserve the industrial sites in the airport area for "ready-to-go" development.
- The area east of the airport is a good location for additional industrial development because of its accessibility to major roads and its unsuitability for residential development.*
- 9-2-I-6 Continue support for the Small Business Development Center and its Small Business Development Program.
- The Small Business Development Center at Santa Fe Community College offers technical and fund-raising assistance to small businesses. The City of Santa Fe funds the Small Business Development Program, which targets very small startups and guarantees loans to those that have difficulty obtaining conventional financing.*

- 9-2-I-7 Develop small business incubators with specific “themes” to increase the synergy of the businesses. Nurture start up businesses and expanding home-based businesses.
- Santa Fe’s first business incubator is under development and is expected to begin providing subsidized space and shared support facilities to new businesses by early 1997. Specific themes for incubators could include high-tech and biomedical businesses; multimedia, film production, and publishing; and home furnishings, fashions, jewelry, arts and crafts. To the extent possible, these incubators should be located in relevant existing industrial or commercial districts.*
- 9-2-I-8 Continue to support home-based occupations as a way of nurturing fledgling businesses.
- The recently adopted Home Occupation Ordinance will support implementation of this policy.*
- 9-2-I-9 Give priority for business assistance for startup or expansion to those businesses which further the city’s goals, including:
- Industries with high export or high growth potential;
 - Those that expend significant amounts on worker training;
 - Those that pay above-average wages;
 - Those that add value to the region’s agricultural products;
 - Those that use Santa Fe’s natural resources sparingly and responsibly; and
 - Those that use recycled materials.
- Setting priorities is even more critical when resources for business assistance (training, technical assistance, and loans) are scarce. Industries with high growth potential have already been identified by the city. Other studies could be commissioned to assist the city in developing criteria to address the goals listed here. There are many precedents for such targeting. For example, the state of Kansas targets its business incentives to manufacturing firms that pay above-average wages and spend at least two percent of their payroll on worker training.*
- 9-2-I-10 Support community-based economic development initiatives consistent with the General Plan.
- Residents and businesses working together can create initiatives to diversify opportunities and maintain or improve living standards in their communities. Economic development, including ways of supporting arts and small businesses should be a part of any neighborhood and other detailed plans that may be prepared.*

Higher-wage Job Opportunities

- 9-2-I-11 Establish partnerships with public and higher education providers and worker training programs to ensure that every Santa Fe resident entering the workforce has basic employment skills and that existing workers have the opportunity to upgrade skills or become business owners.

Such partnerships could focus on joint marketing of existing resources such as literacy classes, continuing education programs, workshops to develop entrepreneurial skills, and mentorship programs.

- 9-2-I-12 Link economic development policies to workforce development by requiring firms participating in economic development initiatives to provide job-training and career-development program for their employees.

The city and its economic development and workforce development partners could develop a program to link student and apprentices seeking work opportunities to the small businesses that obtain assistance from the Small Business Development Center or that are tenants in the incubator.

Local-serving Retail

- 9-2-I-13 Commission a market and feasibility study to determine demand for a public marketplace in Downtown, potentially at the city-owned parking lot (Water Street) or in the Railyard.

The study should outline financing options and suggest optimal size, configuration, tenant types, and other characteristics. Such a marketplace could supply residents' and workers' demand for retail stores (e.g., produce, meat, fish, baked goods, deli foods, flowers, personal services, and small business services). The city could use a sale-leaseback agreement with a developer to create this marketplace on city-owned land to ensure that it would be rented to the desired types of business.

- 9-2-I-14 Ensure availability of appropriate locations for “big box” retailing.

Although the large scale of these retailers is inappropriate for parts of Santa Fe, many people want the low-cost goods they provide. These types of retail should be located where the street network is capable of handling the traffic, where residential districts will be suitably buffered and where historic view corridors are not compromised.

Business Climate

- 9-2-I-15 Commission and update relevant studies on the Santa Fe economy and its role in the regional, national, and international economy.

These studies could include industry cluster studies that identify industries with high growth potential or potential to diversify the economy, or those that relate to other goals described above.

- 9-2-I-16 Support research to identify specific workforce skills needed in the Santa Fe economy.

The private industry council, the Santa Fe Community College, and workforce training programs have primary responsibility for linking jobs to workers, but the city can support these efforts by providing access to data and by assisting in obtaining research funding.

- 9-2-I-17 Maintain efficient licensing and permitting procedures and regulations. Also prepare an easily-updated handbook on permitting procedures useful to new and existing businesses, which could be made available on-line.

Regulation should be appropriate to accomplish the city's goals, but should not be unnecessarily burdensome or time-consuming. The city must strive to maintain this delicate balance so that appropriate development is expedited. Periodic reviews with business and residential community input can help to identify problem areas.

- 9-2-I-18 Continue to provide information to the community regarding land use and economic development options for nurturing a balanced, healthy economy.

An informed public is the city's best ally in making appropriate policy decisions.

- 9-2-I-19 Maintain economic development staff to assist new and expanding businesses in site selection, training, and opportunities for technical and financial assistance. Assist groups of businesses to undertake common promotional campaigns.

- 9-2-I-20 Continue to identify, pursue, and capture state, federal, and other economic development, and worker training funds.

9-3 COMMUNITY SERVICES

Arts

- 9-3-I-1 Continue to support cultural activities presented by nonprofit organizations with the one percent lodgers tax and the general fund.

- 9-3-I-2 Continue to fund the Art in Public Places Program with the goal of beautifying the city by placing art in city buildings and parks and enhancing infrastructure.

- 9-3-I-3 Encourage the development of community partnerships to facilitate the continuation and development of arts programming for Santa Fe residents.

- 9-3-I-4 Support arts education in the local schools, including grades K-12 and programs in higher educational institution which enhance career opportunities in the arts.

- 9-3-I-5 Develop a community-wide cultural plan.

- 9-3-I-6 Develop a community arts and cultural center with space for live performances, exhibition of community-based visual artists, demonstrations, rehearsals, and classes.

This was the number one priority identified by the public process which led to the Santa Fe Art Commission Long Range Policy and Action Plan, 1994-1999.

- 9-3-I-7 Increase performances and other arts events in city plazas, centers, and parks to promote community gatherings.

Ordinances regarding Plaza and park uses, fees and noise must be reviewed.

Children and Youth Programs

- 9-3-I-8 Continue to encourage all community members to be more child and family-friendly.
- 9-3-I-9 Continue to promote the development of high quality (based on national standards), accessible, affordable child care facilities and permit child care facilities in all land use districts.
- 9-3-I-10 Continue to promote the use of existing neighborhood facilities, such as schools, churches, and libraries as community centers with resources for children, youth, and families.
- 9-3-I-11 Continue to partner with CIP, Community Development Block Grant funding, Parks and Recreation, Libraries, and other public entities to develop facilities and programs for children and youth.
- 9-3-I-12 Continue to involve community members in an annual needs assessment process to refine existing funding priorities.
- 9-3-I-13 Continue to work with other governmental agencies, schools, grantmakers, businesses, health care providers, and nonprofit organizations to make resources available to low income children and youth.
- 9-3-I-14 Continue to implement the Education, Children and Youth Section of the Vision Santa Fe (1990), the Children and Youth Commission's vision and mission statements, the annual priorities stated in the Children and Youth Request for Proposals, and future planning documents.

Human Services

- 9-3-I-15 Develop multiservice centers in strategic locations throughout the community by coordinating locations, shared space usage, staffing, and services between health and human service tenants.
- 9-3-I-16 Leverage CIP and Community Development Block Grant funding to assist with the development of human service multiservice centers.
- 9-4-I-17 Develop, prioritize, and update assessment baseline data of health and human services needs in the community.
- 9-3-I-18 Identify factors related to affordability, availability, and accessibility to arrive at which services are most needed that the city can purchase from local service providers.

- 9-3-I-19 City human service funding shall target human services which can be effectively measured, demonstrate consumer involvement, and target individuals in lower income brackets.
- 9-3-I-20 Develop innovative strategies which partner human service providers with economic development initiatives to assist clients and service users with job opportunities and employment support.
- 9-3-I-21 Encourage and assist in developing service alliances, mergers, and comprehensive service networks which can operate in managed care environments through health maintenance, preferred provider, and managed care organizations.
- 9-3-I-22 Assist in the development of continuum of care services which expand outpatient and community-based human services as a cost-effective alternative to hospitalization and institutionalization.
- 9-3-I-23 Engage in multiple partnerships with the county, state, and federal government, grantmakers; schools; colleges; and private entities to design or revamp human service system components which improve the delivery of health and human services.
- 9-3-I-24 Continue to implement and evaluate established health and human services strategies found in existing city plans including *Vision Santa Fe*, *Community Needs Assessment*, and the *Crisis Response Plan*.
- 9-3-I-25 Integrate new General Plan strategies with existing human service strategies to ensure continuity of planning and implementation.

Libraries

- 9-3-I-26 Acquire land and secure funding for a new library facility on the southside of the city to meet existing and future needs in the area.

The new library facility should be considered for inclusion as part of the Southside Recreational Facility currently being planned.
- 9-3-I-27 Investigate and implement methods to improve the accessibility and delivery of information using new computer technology at the city's libraries.

Information in electronic format not only makes it possible to store and retrieve a greater amount of material, but it also changes the way information is delivered to the public.
- 9-3-I-28 Work with other agencies to develop a citywide information system that includes public terminals in schools, recreation centers, senior centers, police substations, and other public facilities with the ability to connect to library resources and other resources on the Internet.

Developing this citywide information system would significantly improve access to information for all city residents and employees. In addition, the need for people to actually come to the libraries will decline, relieving some of the space needs.

- 9-3-I-29 Improve cooperation between the library and other community groups and services in providing similar or complementary services to the public.
- The library can increase its cooperative programs with Parks and Recreation and with local schools, and could become a partner in supporting other community activities. For example, an emphasis on economic development and encouragement of small businesses in the city could result in improving the library's collection of business materials. An emphasis on bicultural education could result in programs for children and adults, exhibits, and informational and educational institutions for the entire community.*
- 9-3-I-30 Continue to make library services more accessible to the handicapped and impaired.
- Library accessibility is not limited to the physical facility, but extends to the accessibility of information itself. Any improvements in accessibility or delivery of information to the general public should consider the special needs of the handicapped. For example, the Library will provide enlarged text on selected computer screens in 1996.*
- 9-3-I-31 Adequately staff libraries to meet the changing needs of library users.
- The recent increase in library use has not been matched by increases in staff. In addition, the implementation of new computer technology will require staff members to be able to educate and provide support to library users.*

Senior Services

- 9-3-I-32 Expand and/or renovate the Mary Esther Gonzales facility to provide a more functional facility to serve the growing clientele.
- 9-3-I-33 Acquire land and secure funding for a new main administrative/recreation facility to include:
- Respite Day Care Room - to provide respite in a day care setting for those diagnosed with dementia, thereby providing a more structured service that allows clients a more social environment.
 - Auditorium/Training Center/Room - to provide information and educational forums to senior clientele.
 - Additional Office Space - to provide relief for the overcrowded office space situation.

9-4 SCHOOLS

- 9-4-I-1 Locate future schools in growth areas.
- 9-4-I-2 Collaborate with the Santa Fe School District to update facilities master plans.
- 9-4-I-3 Work with the Santa Fe School District to implement City-District land exchanges in developing areas where schools are needed (Figure 3-2).

Schools should be located close to residences, have good access, and be in close proximity to transit and trails.

- 9-4-I-4 Collaborate with the Santa Fe School District to explore ways to achieve economy by reducing operating and maintenance costs for joint use facilities.

9-5 PARKS, RECREATION, AND OPEN SPACE

Facilities

- 9-5-I-1 Develop a comprehensive network of trails/paths and linear parks that extends from the National Forest in the east to the Northwest Sector, passing through existing neighborhoods, Downtown, and into new development areas. The network should be in accordance with the trails designated on Future Land Use (Figure 3-2).
- The network should also improve linkages between different modes of transportation. It should include expansion of the Arroyo Chamiso Urban Trail and development of the Santa Fe River, Santa Fe Rail, Atalaya Wilderness trails, and other identified trails in the Extraterritorial Zone.*
- 9-5-I-2 Require, as part of any development application, that new neighborhoods provide public access points to the city's trail system, which would facilitate activities such as hiking, bicycling, and horseback riding.
- 9-5-I-3 Ensure that at least ten acres are set aside for parkland as part of any development program for the Railyard owned by the city.
- 9-5-I-4 As part of the update of the *Parks, Recreation and Open Space Master Plan*, ensure that there are provisions for community gardens in neighborhoods that desire them.
- 9-5-I-5 Do not permit the development of any additional public or private golf courses.
- Strong public opposition was voiced during General Plan scoping meetings.*
- 9-5-I-6 Use the *Santa Fe River Plan* as the implementing tool for the General Plan regarding the river, ensure that all capital improvements are in keeping with the intent of the plan, and work on funding its implementation.

Standards

- 9-5-I-7 Maintain park standards.
- These standards are for net usable park area (that is, exclusive of arroyos and other rights-of-way that are not usable for recreation or are set aside for resource protection purposes).*
- 9-5-I-8 Prohibit counting private open space towards the park dedication requirement established in the City Code if that open space is not accessible to the general public.
- 9-5-I-9 Encourage consistency between city and county park standards.

The county should be encouraged to adopt and implement standards that could meet the recreation needs of residents in unincorporated areas.

Acquisition and Dedication of Park Land

- 9-5-I-10 Locate parks in newly developing areas to achieve good geographical distribution and neighborhood accessibility. While payment of in lieu of fees for parks should be minimized, park dedication should be accepted only if facilities meet the size, accessibility, and distribution objectives of the General Plan.
- The city should determine the best location for parks dedicated for public ownership based on Figure 9-2, together with the project proponent.
- 9-5-I-11 Review the fees in lieu of park lands.
- 9-5-I-12 Strive to acquire park sites prior to urbanization of new areas, and develop them within a reasonable amount of time, to serve a set area.
- The statutory limitation for spending park impact fees should be maintained.*
- 9-5-I-13 Undertake detailed planning for trails and acquisition programming for land along arroyos to develop linear parks as part of updating the *Parks, Recreation, and Open Space Plan*.
- These linear parks should link existing and new parks, as well as major destinations such as school-neighborhood centers.*
- 9-5-I-14 Locate pocket parks in neighborhoods as part of detailed neighborhood plan preparation.
- 9-5-I-15 Ensure that the City Code requires public and private pedestrian easement/dedication for trails.
- 9-5-I-16 Consider the use of transient occupancy taxes for a portion of park acquisition or maintenance.
- Transient Occupancy Taxes are already levied for other purposes.*

Management and Maintenance

- 9-5-I-17 Encourage joint use of school recreational facilities where neighborhood recreational facilities are not adequate or available.
- The city may help with maintenance of these school recreation facilities through a joint powers agreement.*
- 9-5-I-18 Examine the feasibility of creating separate divisions for park acquisition, design development, and for open space and park maintenance, or assign park maintenance responsibilities to another department.
- The city's Department of Parks and Recreation is currently charged with developing and maintaining park and recreation facilities, but views itself as an operations and maintenance unit. The Department is organized into two divisions: Parks Division, which is responsible for developing and maintaining parks and other open spaces; and the Recreation Division, which*

is responsible for youth programs, pools, recreation centers, and other recreation programs.

This organizational structure creates conflicts between acquisition and maintenance needs, with the result that park acquisition and development in recent years has not kept pace with population growth.

- 9-5-I-19 Initiate neighborhood park maintenance programs or create park maintenance districts that are responsible for neighborhood pocket parks and open space pockets.

Residents within these park maintenance districts would be charged a fee for the upkeep of the park(s), or the city could provide funding to the residents for maintaining their parks. If a new park is initiated by a neighborhood or is part of a neighborhood plan, the park maintenance district would have the resources to maintain it.

- 9-5-I-20 Outline environmentally appropriate and sustainable park construction and maintenance practices as part of the *Parks, Recreation, and Open Space Plan*.

These could also include standard details that are appropriate to Santa Fe for use in park development.

- 9-5-I-21 Incorporate native plants and xeriscapes as part of park design, and undertake permaculture education programs.

- 9-5-I-22 Encourage development of test plots with local and private educational facilities.

- 9-5-I-23 Continue, and expand when feasible, use of gray water for irrigation.

Gray water is currently being used by the Santa Fe Country Club, Santa Fe Green Polo Fields, and Santa Fe Racing (The Downs). In addition, gray water has been proposed for use by the Municipal Golf Course and Recreation Area. Currently, the city has commitments for all of its available gray water, approximately 6.6 million gallons per day.

- 9-5-I-24 Incorporate water harvesting programs for gray water and runoff as part of park design and maintenance programs.

- 9-5-I-25 Reduce the amount of turf in existing and new park facilities.

9-6 FIRE AND POLICE PROTECTION

Fire Protection

- 9-6-I-1 Undertake a program to upgrade waterlines to provide adequate fire flow and infrastructure for water storage for existing neighborhoods.

- 9-6-I-2 Require new development to provide adequate water extensions and fire flow to serve the project in compliance with the *Sangre de Cristo Water Company Master Plan* standard requirements for the area.

- 9-6-I-3 Balance the need for adequate emergency vehicle access in new development through the development approval process with urban design issues related to street widths.
- The City Code must incorporate adequate standards for emergency vehicle access. Access in mountainous terrain can be difficult or impossible in severe weather.*
- 9-6-I-4 Improve the average emergency response time to six minutes or less within the Urban Area.
- A response time of six minutes provides for two minutes for incident reporting and dispatch and four minutes for travel time. Statistical evidence shows that the loss of life from medical emergencies, as well as loss of life and property damage from fire, increases dramatically after about six minutes without proper intervention.*
- 9-6-I-5 Maintain the joint powers agreement with the county for both fire protection and emergency medical services.
- 9-6-I-6 Require postoccupancy inspections for all public buildings, as part of the Prevention Division's standard procedures.
- 9-6-I-7 Through the impact fee assessment process, ensure that the costs of fire-protection, capital equipment, and facilities are equitably distributed.
- The low-intensity of development and difficult terrain on hillsides can, for example, result in higher costs compared to development in the flatlands.*

Police Protection

- 9-6-I-8 Continue to improve the capabilities of the automated police information and record management system.
- This system enables police personnel to handle more calls for service and minimize the need for more personnel.*
- 9-6-I-9 Acquire land to develop a detention facility to meet the city's needs beyond the year 2005.
- This facility could be developed in cooperation with the state.*
- 9-6-I-10 Provide adequate police staffing to serve new growth and development.
- Police staffing needs should consider key variables, such as the number of calls received, economies of scale, new organizational structures, and crime trends by type of crime.*
- 9-6-I-11 Consider locating new police stations as part of neighborhood centers in the new neighborhoods.
- This would support the city's community policing concept.*

Joint Fire and Police Facilities

- 9-6-I-12 Initiate efforts to locate and design at least one joint police and fire station.

A joint fire and police station should improve public accessibility and community interaction, and can serve as an experiment for future stations.

- 9-6-I-13 Acquire land to develop a long-term joint fire and police training center.
- The training center should include the following facilities: classrooms, driver training and pursuit driving track, live fire and hazardous material training, a shooting range, and other related fire fighting and police academy activities. This facility should provide for the comprehensive training of new fire fighters and police officers, continue in-service training of personnel and volunteers, and encourage cooperative police training with surrounding police departments.*

Hazardous Materials Protection

- 9-6-I-14 Coordinate updating the city Fire Department's "all hazards" plan with the county and Federal Emergency Management Agency.

9-7 NEIGHBORHOOD AND COMMUNITY PLANNING

- 9-7-I-1 Establish a program for allowing neighborhood conservation districts to be developed. This would provide a mechanism for neighborhood planning documents to be incorporated in the City Code allowing for more or less restrictive regulations in those districts according to their specific needs.
- 9-7-I-2 Using the General Plan as a framework, develop a collaborative planning process for defining community planning areas and completing Community Area Plans.
- 9-7-I-3 As part of preparing detailed community or redevelopment plans, prepare a detailed analysis of overall community conditions.
- This analysis should include: land use details, environmental quality index, analysis of public environment within existing developments, degree to which the area of the neighborhood has a strong community focus, access to needed services and facilities, and whether residents have a sense of identity as a distinct community/neighborhood.*
- 9-7-I-4 Work to provide opportunities and ample time for citizens to comment on a wide range of city plans, policies, and programs early in the process, and give equal consideration to all citizens.
- 9-7-I-5 Working with community members and existing neighborhood groups, develop a system for city recognition of neighborhood groups that is easily accessible to all neighborhood groups throughout the city and reflects the diversity of neighborhoods in Santa Fe.
- 9-7-I-6 Provide technical assistance to neighborhoods in completing Neighborhood Statements or Improvement Plans.
- 9-7-I-7 Support local community groups in developing self-directed community involvement initiatives.

- 9-7-I-8 Develop a policy regarding adequate notice for public land use decisions that affect existing neighborhoods.
- 9-7-I-9 Continue to hold public hearings to review major CIP changes and reprogramming to afford consistency with the General Plan.
- 9-7-I-10 Ensure that neighborhood planning mechanisms are in place prior to the adoption of any new zoning categories under the General Plan.
- 9-7-I-11 Prepare a *Public Participation Handbook* that outlines and explains the framework for community groups and the general public to be involved at different levels of the planning process, including long range planning and development review.
- 9-7-I-12 Make available to the public all data contained in the city's Geographic Information System including natural resource and transportation coverages and existing land uses as well as all plans and studies prepared for the city.
- Wherever possible, this data should be available in electronic format.*
- 9-7-I-13 Develop a process that includes early notification and participation by affected neighborhood groups in all aspects of development review and the design of major capitol improvements.
- 9-7-I-14 Encourage the use of urban design and streetscapes that promote community interaction.
- Community interaction can be enhanced through active green spaces, plazas, landmarks, and street landscaping.*
- 9-7-I-15 Continue to initiate community meetings when modifications to the existing road networks are proposed in the area.
- 9-7-I-16 Work with communities, property owners, and developers to plan the redevelopment of local commercial areas, larger shopping centers, and strip commercial areas to make these areas more positive community landmarks.
- 9-7-I-17 Support urban revitalization projects and community planning efforts that link housing and employment opportunities with the redesign or creation of mixed-use community centers.
- 9-7-I-18 Establish ties with regional planning and design schools to develop long-term, work-study programs geared towards specific community planning projects, and use these schools as resources for planning and design expertise.
- 9-7-I-19 Seek grants for and sponsor urban design competitions for community development and redevelopment projects, open spaces and plazas, as well as institutional and other public buildings.
- 9-7-I-20 The city shall assist existing neighborhoods in defining themselves, assessing their current conditions and needs, implementing available mechanisms that will conserve or enhance their existing character, and developing such additional mechanisms as are needed.

INSTITUTIONAL FRAMEWORK

10 INSTITUTIONAL FRAMEWORK

Specifically, the purposes of this chapter are to:

- Establish criteria and procedures to ensure consistency between the General Plan and land development laws;
- Prescribe a clear project review and approval process for analyzing impacts and eliminating redundant, overlapping procedures;
- Set resource-based standards that reduce the need for extensive discretionary project review; and
- Create an orderly process for General Plan amendments.

Santa Fe's current framework of planning regulations has evolved over a long time. As such, comprehensive review and update of the city's implementing regulations and administrative procedures will require a major effort. However, Chapter 14 of the City Code, which contains the city's land development laws, will need to be updated fairly quickly upon adoption of the General Plan, or the city will be faced with the dilemma of having to review projects based on two differing sets of regulations.

Plan themes and guiding policies for this chapter include:

THEMES

- Review Process - Streamline the planning and development review process.
- Implementation - Ensure consistency between the General Plan, implementing ordinances (including zoning and impact fees), and the CIP.

GUIDING POLICIES

10-1 GENERAL PLAN AND ZONING CONSISTENCY

- 10-1-G-1 Ensure consistency between the General Plan and the city's land development laws.
- 10-1-G-2 Ensure that there is a mix of housing types and densities in all parts of the city.

10-2 PROCESS FOR AMENDING THE GENERAL PLAN

- 10-2-G-1 Ensure that the General Plan is maintained as a living document, reflecting current city and community priorities.

10.1 POLICIES AND REGULATIONS

As the city's constitution for development, the General Plan lies at the apex of decision making. It is a policy instrument, providing the basis for the implementing land use regulations, which are contained in the City Code. Unlike the General Plan, regulations

contained in the City Code, such as zoning and subdivision regulations, are not policy-making instruments, but rather tools to implement policies established in the General Plan and elsewhere.

Chapter 14 of the City Code, which contains the city's land development laws, will be a key tool in implementing the policies of the new General Plan. The chapter has not been comprehensively updated in over 20 years, and amendments to it have been made on a piecemeal basis.

10.1.1 PURPOSE OF CONSISTENCY

The purpose of consistency is to ensure that General Plan policies addressing topics such as land use, urban design, transportation, and resource conservation are implemented. For the General Plan policies to be effective, they need to be translated into parcel-specific regulations in the land development laws, Chapter 14 Santa Fe City Code 1987. Zoning is one of the most widely used land-use regulations and the best tool for implementing map-related policies of the General Plan. While the City Code (Section 14-9.1 A Santa Fe City Code 1987) requires that in case of change in policies "the General Plan shall first be amended," the requirement of consistency needs to be explicitly established in both the General Plan and the City Code.

Only full consistency between the General Plan and land development laws in the City Code can ensure realization of the city's vision for its future. Protection of neighborhoods, and sensitive environmental, cultural, and archaeological resources, and creation of new neighborhoods that build on Santa Fe's urban design tradition are all dependent on consistency between the General Plan and the City Code.

Thus, upon adoption of the General Plan, the city's zoning and subdivision regulations in the City Code Land Development Laws (Chapter 14), would be revised to be consistent with the General Plan. This would involve adding, removing, and modifying zoning districts and revising development standards and other regulations to implement Plan policies. Specific development standards have been provided throughout this document where appropriate.

10.1.2 WIDESPREAD SUPPORT FOR CONSISTENCY

General Plan and zoning consistency has been an issue for city residents for a long time. The Round Tables in 1989, which preceded the current General Plan effort, expressed concern with the city's planning and code enforcement functions. The Round Tables recognized that successful long-range planning depends not only on the development of realistic, consistent, and achievable goals and policies, but also on having ordinances implemented and enforced that are consistent with the Plan. In the kick-off meeting for the General Plan, there was complete agreement for ensuring consistency between the General Plan and the Land Development Laws of the City Code.

In survey responses and neighborhood scoping meetings for the General Plan during the summer of 1994, the same issues of code enforcement and General Plan/Zoning consistency were raised. An astounding 80 percent of Santa Feans who responded to the survey noted zoning and design standards as a concern for the city's future. Many citizens were adamant that the General Plan should be used, honored, and enforced and that it should include

procedures for its amendment, review, and periodic update. Above all, the city's regulations and ordinances should implement the General Plan.

In response to these concerns, one of the 14 General Plan themes is to ensure consistency between the General Plan, implementing ordinances and standards (including zoning and engineering standards) and programs (such as the CIP). This section pertains specifically to General Plan/Zoning consistency.

10.2 PROCESS FOR AMENDING THE GENERAL PLAN

10.2.1 PROCESS

The General Plan is intended to be a living document that reflects changing conditions and community needs. As such, the General Plan will be subject to amendments over time—for example, for annexations that may take place beyond the Urban Area Boundary in the General Plan, for other land use changes, and also for changes to guiding and implementing policies. To maintain the currency of the General Plan, policies that become obsolete or unrealistic due to changed conditions (such as the completion of a task or project, development of a site, or adoption of an ordinance or plan) should be eliminated or modified. The General Plan amendment process is also the means through which the city, including Planning Commissioners, City Council Members, members of the Joint Planning Policy Commission, private property owners, project proponents, community groups, neighborhood associations, and individual citizens can initiate changes to the General Plan.

Applications for General Plan amendments initiated by the general public will be submitted first to city planning staff for review. Applications would be accepted on an ongoing basis. On a semiannual schedule, staff will prepare a summary report describing the requested changes and staff recommendations, including any necessary language and drawings for review by the Planning Commission and the Joint Planning Policy Commission.

A Joint Planning Policy Commission shall be established to study planning policy issues, including annexation and long-range issues, and to make recommendations for changes in the General Plan. Its members may include representatives from the city and county, planning staff, citizens, and planning professionals. This body would provide for an orderly assessment of needs, rather than reactive management of crises.

Review by the Historic Design Review Board or Archaeological Committee for specific related amendments would also be completed prior to Planning Commission and Joint Planning Policy Commission review. General Plan amendments may be initiated by the City Council and referred to the Planning Commission and Joint Planning Policy Commission, or initiated by the Planning Commission, the Joint Planning Policy Commission, or by city planning staff, or by any citizen, group, or organization. The Planning Commission or the Joint Planning Policy Commission, after review of the applications, would make recommendations to the City Council. Amendments to the General Plan take place only upon adoption by the City Council. Although the General Plan can only be amended two times per year, there would be no limit to the number of changes that could be made at the time of the amendment.

The following two exceptions apply to the restriction on the number of General Plan amendments permitted per year:

- To resolve an emergency or a matter of urgent public interest where a critical need has been identified by the City Council, Planning Commission, or Joint Planning Policy Commission, or
- To comply with a court decision.

The purpose of limiting the number of times amendments can be made to the General Plan is to maintain the continuity of the Plan, allow for an orderly amendment process, and allow staff, the Planning Commission, and the Joint Planning Policy Commission to focus on long-range planning issues.

The General Plan amendment process includes citizen involvement in several ways. Community meetings should be held semiannually prior to hearings on proposed General Plan amendments, at which time project proponents would present their plans, respond to questions, and hear comments. Such community meetings should be scheduled prior to the Planning Commission public hearing. The public would also have an opportunity to comment at the formal public hearings before the Planning Commission and the City Council. All community meetings as well as the formal public hearings would be announced.

10.2.2 ANNUAL REPORT ON AMENDMENTS

A summary of all General Plan amendments adopted during the preceding year would be included as part of the Annual General Plan Report, prepared to report on the progress in implementing the Plan. This summary would include the date of adoption, a brief description of the change and to which section of the General Plan the amendment applies.

10.3 GENERAL PLAN IMPLEMENTATION PROGRAM

All the implementing policies of the General Plan have been consolidated into an Implementation Program, which also outlines departmental responsibilities and action priorities. The Implementation Program is not an adopted part of the General Plan and may be modified as often as is necessary to reflect changing priorities.

Some of the major programs resulting from the General Plan include:

- **Zoning Ordinance and Subdivision Regulations.** The major implementation process for the land use proposals will be administration of the Zoning Ordinance through the Zoning Map. The Zoning Ordinance will need to be amended to be consistent with the General Plan. The Subdivision Regulations also will need to be amended to provide consistent street design and block-size standards, and to ensure adequate provision of transit, bike and pedestrian facilities, and connections between neighborhoods, schools, parks, and shopping areas, consistent with Plan policies for community design, land use, transportation, and parks and public facilities.

- **Urban Design and Development Standards.** The Urban Design and Development Standards included in the General Plan will guide physical planning and building design, and will need to be incorporated in the City Code.
- **Capital Improvements Program (CIP).** The CIP through the Urban Area Staging Plan will be the primary means of scheduling and funding infrastructure improvements of citywide benefit.
- **Impact Fee** The General Plan includes the land use assumptions that will provide the basis for establishment of the impact fee. Special assessment or infrastructure financing districts may also be used, in cooperation with other regional agencies, such as the county, if necessary. In many areas General Plan implementation will depend on actions of other public agencies and of the private sector, which will fund most of the development expected to occur in the Planning Area on a “fair share” basis.
- **Subsequent Planning Efforts.** The General Plan will provide a basis for city review of proposals in the Extraterritorial Zone and any planning for it that may be subsequently undertaken. Detailed plans for some areas, such as the redevelopment corridor areas as shown in the Land Policy Overlay (Figure 3-1) will also need to be undertaken.
- **Streamlining the Development Review Process.** In order to address the critical goals of promoting affordable housing and economic development opportunities , and promoting historic preservation and environmental conservation, while ensuring that new development is compatible with existing neighborhoods, careful analysis of the economic impact of all proposed new regulations is needed. In order to address the goal of streamlining the development process, a concerted and highly coordinated effort must be launched which will include the development of a comprehensive step-by-step guide to city fees and other levied costs. Development of a handbook to serve as a “how-to” guide for developing affordable housing, and continuous review of the city’s Land Use Code and administrative policies and procedures to identify opportunities to streamline the review process and create cost savings for new development are needed.

The General Plan will serve a coordinating function for public and private sector decisions. It also provides a basis for action on individual development applications, which must be found to be consistent with the General Plan if they are to be approved.

IMPLEMENTING POLICIES

10-1 GENERAL PLAN AND ZONING CONSISTENCY

- | | |
|----------|---|
| 10-1-I-1 | Develop a comprehensive step-by-step guide to city fees and other levied costs. |
| 10-1-I-2 | Analyze and carefully consider the cost impact on affordable housing prior to the adoption of any ordinance regarding development review requirements, and identify and evaluate the effects of compound regulations. |
| 10-1-I-3 | Improve enforcement of existing regulatory constraints on short-term rentals in order to expand the housing stock available. |

- 10-1-I-4 Develop a handbook to serve as a “how to” guide for developing affordable housing.
- 10-1-I-5 Review and update the internal consistency of all new and existing rules and regulations, ordinances, and policies to ensure they meet the guiding policies of the General Plan and amend the City Code (Chapter 14) to reflect the guiding policies.
- As part of these updates a continuing education program will be provided that includes a series of seminars—brown-bag lunches—where city staff would lead an explanation and discussion about the land development chapter of the City Code.*
- 10-1-I-6 Prepare detailed Community Area Plans for new growth areas as well as for existing neighborhoods, and include a CIP to direct and phase growth to prioritized development areas (see Chapter 4 Growth Management).
- 10-1-I-7 The detailed Community Area Plans will help form the basis for city-initiated rezonings to update the Zoning Atlas and implement the General Plan.
- 10-1-I-8 Amend existing land use codes to provide for a mountain ordinance.
- The Plan recognizes the “mountain ordinance” adopted by the Extraterritorial Zoning Authority in June 1995 (EZA ordinance 1995-1). Those lands within the Urban Area should continue to be regulated by the EZA ordinance until the City has passed its own mountain ordinance.*

10-2 PROCESS FOR AMENDING THE GENERAL PLAN

- 10-2-I-1 There shall be a process for semiannual amendments to the General Plan.
- 10-2-I-2 Prepare annual and five-year reports on the General Plan.
- 10-2-I-3 Maintain a General Plan Implementation Program that reflects priorities for public action and is accessible to all residents.

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